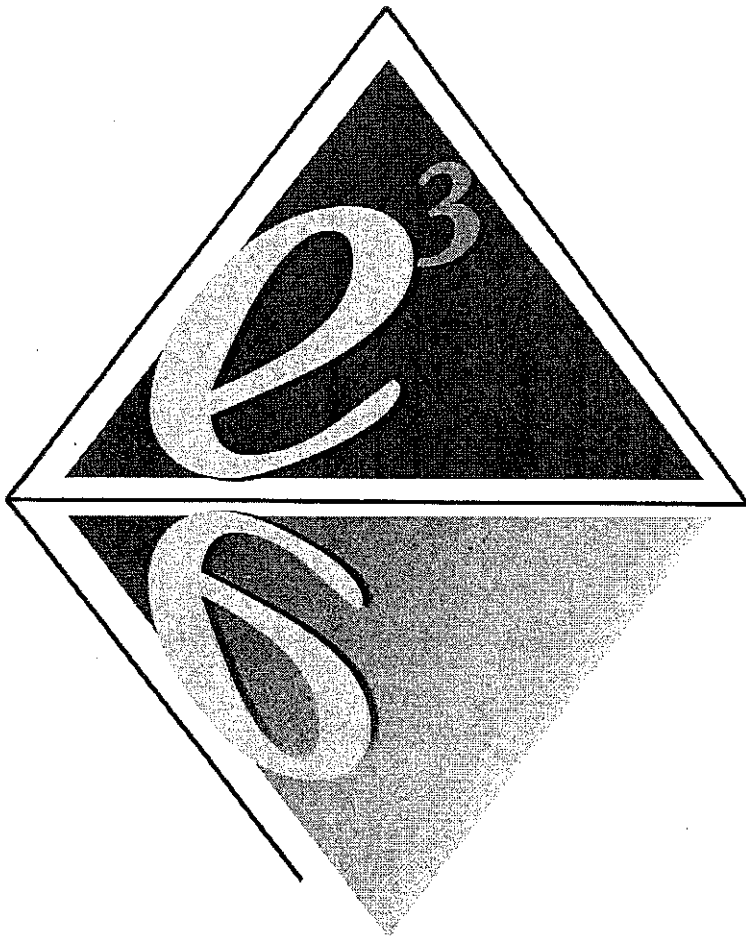




**DeKalb Workforce Development**  
*Where Workforce Comes Together*

**PY 2012 – PY 2017**

# Comprehensive WIA Local Plan



Submitted BY:

DeKalb Workforce Development

774 Jordan Lane, Building #4

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# PREFACE





## **Comprehensive Local WIA Plan PY 2012 – 2017**

*In accordance with state planning and policy passed by the State Workforce Investment Board, Local Workforce Investment Areas should use the PY2012-2017 Georgia Integrated State Plan (available at <http://workforce.georgia.gov/notice-public-commentary>) to guidance in their approach to developing Local Area Plans.*

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Date

Local Area Director

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Local Workforce Investment Board Chairperson

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**Sadie Dennard, DeKalb WIB Chairperson**

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Date



**CHAPTER 1:  
INTRODUCTION AND ACKNOWLEDGEMENTS**

# CHAPTER 01





## **Comprehensive Local WIA Plan PY 2012 – PY 2017**

### **I. INTRODUCTION AND ACKNOWLEDGEMENTS**

#### **Vision and Goals**

Provide the vision for the area's workforce development system and list the goals that have been established to achieve the vision. Review and incorporate the priorities from ETA's National Strategic Directions (TEGL 13-06) to address local vision and goals, as appropriate.

It is envisioned that DeKalb Workforce Development (DWD) strategically aligns efforts of the Workforce Investment Act purpose, which states:

"The purpose of the Workforce Investment Act of 1998 (WIA) is to provide workforce investment activities through statewide and local investment systems that increase employment, retention and earning of participants, and increase occupational skill attainment by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation."

This will be achieved through the following goals:

Increase Employment – Continue to understand current and future workforce needs of the employers through our E3 (Education, Employment and Economic Development,) strategic alignment.

Increase retention and earning of participants – Continue through our special projects charter to look at skills upgrade opportunities such as the Certified Nursing Assistant (CNA) to Patient Care Technician (PCT) program, Medical Assistant (MA) and the Clinical Laboratory Technology Associate of Applied Science Degree programmatic Georgia Piedmont Technical College which yields a higher income.

Increase occupational skills attainment of participants – Continue to confer with employers of specific industry requirements and continue to assist with ensuring that the requirements correlate with the curriculum.

Reduce welfare dependency – Continue to paradigm shift individual understanding to "life-long learning" as deterrent to welfare dependency.

Enhance productivity and competitiveness of the Nation –

DWD will enhance the productivity and competitiveness of the Nation by contributing to the success and competitiveness of the State. This will be accomplished by aligning local goals with those set forth by the State via the Go Build Georgia initiative. Upon enrollment of youth, when discussing development of Individual Service Strategy..., youth who indicate, offer choices and.



Specifically, DWD will seek:

- To provide the delivery of training in a way that is accountable and accessible for job-seekers and businesses;
- To utilize information about quality, occupational trends, business needs and needed skill attainment in our decision-making;
- To advance the Business Relations Unit to become the focal point for our services and be the primary means of obtaining and providing information from/to the business community.
- To partner with LWIA within the Metro Atlanta area to launch cutting edge initiatives that focus on the obtainment of education and professional certifications.

**In efforts to achieve the above vision, the guiding principles are:**

- Our customers include job-seekers, businesses, and all community partners seeking workforce information and/or services;
- Our customers will define quality service through their feedback;
- Our staff will provide quality services in a timely and positive manner;
- The System will include many connected access points utilizing common methods and shared resources with services tailored to meet the needs of individual communities, *including a Mobile Career Center unit and web-based electronic registration system;*
- To provide services and information to all customers based upon their informed choice and need;
- To be customer friendly, culturally competent and to embrace the international and limited English speaking community sufficiently;
- To be flexible to foster immediate and long-term skills development for job-seekers and businesses requiring assistance.
- *Our staff has conducted a comprehensive needs analysis to determine the programs that are in demand and will lead to re-employment within a reasonable time frame in high demand industries such as healthcare, energy, green industries, education, infrastructure, and other emerging industries. DWD hopes to allow for expanded customer choice with the offerings of these specialized programs.*

**DeKalb County's Strategic priorities are:**

1. **FACILITATE JOBS & ECONOMIC DEVELOPMENT:** To attract, retain, and expand jobs while promoting investment to increase the commercial and industrial tax base in the County.
2. **ENSURE EFFICIENT OPERATIONS:** To provide efficient, high-quality, cost-effective, essential services that meet the needs of DeKalb's citizens. To be a model of excellence with the U.S.
3. **ENSURE FISCAL INTEGRITY:** To implement transparent and prudent financial management strategies to ensure fiscal stability is achieved and maintained.



4. **ENHANCE PUBLIC SAFETY:** To ensure a safe DeKalb through enhanced public safety.
5. **DEVELOP AND MAINTAIN VIABLE, SUSTAINABLE NEIGHBORHOODS & COMMUNITIES:** To develop and implement plans and policies to strengthen neighborhoods and communities; to build and maintain strong and safe neighborhoods in collaboration with the DeKalb County community.
6. **INVEST IN EMPLOYEES:** To attract, develop and retain a highly-qualified, motivated, customer focused workforce.



**CHAPTER 2:  
LOCAL GOVERNANCE**



# CHAPTER 2



## II. LOCAL GOVERNANCE

### DeKalb Workforce Investment Board & Sub-Committees

1. Describe how the local workforce development system will be governed to ensure that it is comprehensive, integrated, effective, responsive, and customer-focused. Examples of items you may wish to describe include the local board committee structure and the board's oversight activities. Describe how GDOL career centers and other WIA partners have worked together to promote service integration.

#### *DeKalb Workforce Investment Board*

*The following is a list and description of the local board committees, which will ensure comprehensive, integrated, effective, responsive and customer-focused governance.*

- *Executive Committee whose purpose is to exercise the authority of the Board in the management of the business and affairs of the WIB during intervals between full board meetings.*
- *Economic Development and Marketing Committee whose purpose is to provide oversight and direction for customer focused activities and strategies that encourage economic development in DeKalb County. The committee is also focused on developing effective strategies inclusive of marketing and public relations efforts related to the WIB and the Workforce Development System. This includes the development of publications, website usage and reporting functions.*
- *Finance Committee whose purpose is to provide comprehensive oversight of fiscal expenditures of WIA grant awards and private funds, recommend the allocation of funds for the delivery of services to adults, youth, and businesses.*
- *Youth Council whose purpose is to provide oversight, develop recommendations for the WIB regarding the allocation of funds and the delivery of services for Youth, and provide performance review of services provided to youth.*

In addition to these standing committees, DeKalb Workforce Investment Board will utilize ad hoc committees, as deemed necessary, to carry out the work of the Board. These ad hoc committees may take advantage of the talent and resources in the business community, and the community-at-large to accomplish the work of the board.

One of the DeKalb Workforce Investment Board's stated goals is to develop an integrated, seamless workforce development system. As this system continues to evolve, it will be founded on the principles of service integration, customer satisfaction, and continuous improvement.

The two GDOL career centers located in the DeKalb County, DeKalb Career Center and the North Metro Career Center, continue to provide valuable services to the job seekers, customers, and employers for DeKalb County. The Career Centers are also active partners in the local One Stop



System. WIA partners meet quarterly to forge solid best practices for the One Stop Center, such as implementation of a modified Partners Referral Passport card, establishing a time for hosting the Partners Expo, which allow customers and partners to meet and greet while becoming acquainted with the services that the partners have to offer to job seekers, customers, and employers using the One Stop System.

*The GDOL has provided a visible presence with a representative from Veterans Affairs and Employment Services who have provided orientation regarding the services available to Veterans and the public through DOL. Other WIA partners, include, Goodwill Industries of North Georgia, Inc. with an operational Resource Center, the Department of Family and Children Services, also Georgia Piedmont Technical College has a Career Center with a representative from the One Stop Center to coordinate services for adult and dislocated workers. Several non-mandated partners have been added to the One Stop System as it relates to responding to the needs of job seekers, customers, and employers using the services of the One Stop System. These include DeKalb County Drug Court and the Educational Opportunity Center at Georgia State University.*

WIA Orientations are held onsite at DeKalb Workforce Development or offsite at the request of community partners and employers. WIA Individual Training Account (ITA) intake sessions are held, only, at the One Stop Center and any job seeker who would like to pursue training services is invited to schedule an appointment to attend an Orientation informational session at the One Stop Center.

The Partners Passport Referral Card has proved to be an impetus toward integrating the services of the partners of the One Stop System. All partners are encouraged to use it when making referrals to the One Stop System or when the Center makes a referral as this will add solidarity to the goals and vision of DeKalb Workforce Development.

*DeKalb Workforce Development policies have been approved by DeKalb Workforce Investment Board (DWIB). Through authority of the DWIB, the Director is allowed to make changes/modifications to the policies based on economic climate. All policies may be subject to change without prior notification.*

2. Describe how the local area's staffing is organized with regard to local Workforce Investment Board support and WIA administrative functions. Provide the titles and major activities/roles of the area's key staff.



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Information Technology

**Community Outreach**

Livingston Nelson, Employment Training Analyst  
404-371-6354, lnnelson@dekalbcountyga.gov

Mobile Career Center  
Career Exploration/Counseling  
Special Events i.e. Job Fairs, Community Meetings, etc.  
Regional Access Point



3. Describe the connection and cross-membership between the Youth Council and the local Workforce Investment Board. List the responsibilities the local Board has vested in the Youth Council.

*All members of the WIB are encouraged to participate on the Youth Council. A WIB member is the Chair of the Youth Council and a member of the Executive Committee. In addition, WIB members are also encouraged to serve on a committee to ensure youth initiatives are addressed.*

*The WIB has vested the following responsibilities in the Youth Council:*

- To govern and strengthen the capacity of education, youth development and training programs of DeKalb Workforce*
- To advocate on behalf of youth as it relates to education, economic development and civic success in DeKalb County*
- To accept and approve services for youth aligned with workforce skills and economic growth in DeKalb County.*

4. Describe any linkages the area has established with other local boards in the region (workforce boards and related boards).

*The DeKalb Workforce Investment Board (DWIB) supports linkages and collaboration with the other Metro Atlanta Area Workforce Investment Boards. DWIB meets with other metro area boards on a regular basis to coordinate activities and discuss matters that affect the region as a whole. The metro areas continue to strengthen the consortium efforts through partner career fairs, facilitation training, etc. Various staff members participate with board leadership appointments such as the DeKalb Council of literacy, United Way, Georgia Perimeter College, Georgia Piedmont Technical College, DeKalb Chamber of Commerce and DeKalb County Office of Economic Development. DeKalb Workforce Development participates in a regional ITA system that is managed by the Atlanta Regional Commission (ARC).*

5. DeKalb Workforce Investment Board Certification – Board certified every two (2) years.

#### Local Workforce Investment Board Certification

Georgia Department of Economic Development, Workforce Division will conduct LWIB Certification every two years. The certification process will take place as a desk review, assigned to the on-site programmatic monitor for the local area. LWIB Certification will ensure that all LWIBs are in compliance with federal regulations and O.C.G.A. Title 34 Chapter 14 (H.B. 393) standards. The following documents will be requested from each local area: the most current LWIB roster, the most current by-laws, a complete list of current one-stop partners, and meeting minutes from at least the two previous program years.



In accordance with the Federal and State requirements, the Georgia Department of Economic Development, Workforce Division certified the Local Workforce Investment Board (LWIB) on November, 2013.



**CHAPTER 3:  
PLAN DEVELOPMENT & IMPLEMENTATION**



# CHAPTER 03



### **III. PLAN DEVELOPMENT**

**Describe the process used by the area staff and board to update this strategic plan. Describe your strategic planning efforts and explain how the WIA Plan update incorporates the results of these efforts. Incorporate in the discussion local efforts for building a demand driven workforce within a regional economic system from ETA's National Strategic Directions (TEGL 13-06).**

*All Board Committees have been involved in strategic planning discussions. Policy and planning issues are approved by the appropriate committee and are submitted to the full Board for approval. DeKalb Workforce Development's designated staff, in partnership with business and community organizations, identify relevant issues and develop new concepts to enhance service delivery to its customers. New changes and concepts are researched, and presented to the applicable committee for consideration. The committees review and discuss the merits of the proposals, and forwards recommendations to the WIA Board for discussion. The Board determines the appropriateness of the recommendations and votes accordingly. Please see page 10 and 11 for the list of all WIB sub-committees that work in collaboration with DeKalb Workforce Development.*

*Education, Employment and Economic Development comprise DeKalb Workforce Development's E<sup>3</sup> business strategy. Every employer solution and project implemented is an E<sup>3</sup> business strategy, designed to train and employ DeKalb's citizens and enhance the county's economic development.*

*Six key units work in tandem to provide employment and training services to the citizens and businesses of DeKalb County: Administration, Business Relations, Employment & Training, Performance and Finance, Youth and One-Stop Center.*

*The Business Relations Unit's purpose is to forge strong public and private sectors partnerships to focus on the diverse needs of the business community, wherein resources and expertise are combined, resulting in a skilled, qualified and demand-driven workforce. An essential part of DeKalb Workforce Development's strategic plan, the Business Relations Unit has consulted with over 400 businesses and helped over 1400 customers gain employment.*

*The DeKalb Workforce Investment Board has developed a refined vision in order to create a strategic plan that effectively utilizes WIA funds, leverages resources and improves service delivery, for a stronger, more invigorated workforce system.*



## DeKalb Workforce Development's Alignment with the Georgia Integrated State Plan

### Efficient Workforce System

DeKalb Workforce Development understands that in order to create an efficient workforce system a strategic approach must be established that improves the quality of services without additional costs. Steps to increase efficiencies related to "plans to increase number of participants served" is found in this plan.

Several important steps that can be expanded or implemented are:

- An efficient workforce system can be achieved through effectively utilizing relationships with partners by decreasing the amount of services drawn from DWD funding sources. By seeking the assistance of partners, DWD customers will continue to receive the same services and DWD will not incur the cost.
- In an effort to meet the digital demand and increase accessibility to WIA information and services, DWD will enhance its website to provide more self-directed customer oriented tools of service in order to reach a wider customer base. Furthermore, DWD will continue to offer services to the community through the effective use of the Mobile Career Unit, which is instrumental in community outreach efforts as it provides the same quality of service offered at DeKalb's comprehensive One-Stop site for their employment needs.
- Research and identify competitive grant opportunities in order to apply and secure new funding sources which can increase the number of services offered and individuals served. Staff has received grant writing training and execute effective grant research methods, proposal design in order to meet grant submission requirements.
- Staff duties and responsibilities are assessed and developed so that with adequate cross-training staff can serve more participants through increased knowledge of services and resources.

### Fiscally Efficient Workforce System

The DWD Finance Manager generates a bi-monthly budget report (Profit and Loss) for review and approval by the DWIB. As the budget report is a "working" document, all activity is updated even prior to the meeting to reflect accurate changes in information so that all variables that impact the budget are identified. The Finance Manager will report these changes to the DWD Director on a monthly basis.

The board bi-monthly budget will reflect those changes and be submitted to the board with any changes to the prior approved budget and inclusive of explanations on major changes. This serves as a checks and balance system that allows the board to remain conversant of the budget with accurate information. In addition, the DWD Finance Manager works in collaboration with DeKalb County's Finance and Accounting Department to maintain compliance at all times.



### Increased Enrollment Strategy

In order to address the assessment of the current integration of WIA and Wagner-Peyser in One-Stop centers, it is imperative that the issue of increasing the number of participants be examined. To that end, if integration is impending, a larger number of participants can be served.

Given that such integration may not be feasible or may occur in stages, several important steps that can be expanded or implemented are:

- DWD is implementing an inter-departmental liaison position to focus on intensive services that are offered in the One-Stop Center. This will allow the area to serve large numbers of customers through enrollment into intensive services only, which typically are much shorter term and cost much less than longer-term occupational skills training.
- As the integration of WIA and Wagner-Peyser will increase the number of individuals requiring services, this will require an increase in the number of DWD staff available to serve individuals requiring assistance under Wagner-Peyser.
- Effectively utilize partnerships with area technical schools to conduct outreach to identify current students who are eligible to receive assistance with completing their course of training. This would allow DWD to serve additional students and reduce costs of training.
- Strategic marketing efforts to collaborate with the business community, DeKalb County Chamber of Commerce and Office of Economic Development to increase enrollment in programs such as OJT and Work Experience should also ensure a predictable flow of training services applicants.
- Referrals from community partners, DeKalb County Schools and workforce are expected to increase as part of increased outreach and marketing efforts. This could include referrals of more youth from area high schools into the DWD youth programs.

### Strategy for Reducing Supportive Services Cost

DWD supportive services costs have been in accordance with the Georgia Department of Economic Development, Workforce Division new supportive services policy and cost limits. By maintaining these levels, DWD supportive services cost will continue to be cost effective in providing customer supportive services. To further monitor and reduce the use of supportive services costs, funds are used on a case-by-case basis.



Accountability to Ensure the Local Board is in Full State and Federal Compliance

In accordance with WIA Federal Register Subpart C – Local Governance Provisions and House Bill 393 (not limited to), the DeKalb Workforce Investment Board adheres to all provisions stated within the aforementioned provisions. In addition, the Board is continually monitored via the Georgia Department of Economic Development, Workforce Division every two years... Board Certification. For additional information regarding the Board Certification, see Chapter Two, Local Governance.

Strategy to Reduce Administrative Cost

DWD is currently enhancing its electronic registration and filing system to reduce the amount of staff needed to execute this task. Furthermore, DWD has reduced administrative costs by effectively operating with vacant positions and a reduced staff.

*For more information on workforce system efficiency, please refer to Chapter 5 – Workforce Delivery System.*



**CHAPTER 4:  
NEEDS ASSESSMENT**

**CHAPTER**

**04**



#### **IV. NEEDS ASSESSMENT**

##### **Current and Projected Employment Trends**

**Using the most recent labor market information for your area and the results of your strategic planning activities, please describe the demand (current and projected employment and skill needs of businesses) and supply (availability of skilled workers) aspects of your local labor market. List data sources used in your analysis. Review ETA's National Strategic Directions (TEGL 13-06) and incorporate as appropriate.**

Through the valuable partnerships of local workforce agencies, companies and communities statewide, we as professionals continue the work of marketing Georgia to the world. From industries spanning renewable energy to food processing, Georgia took noticeable strides to showcase the state's vast amount of competitive assets to bring new companies to Georgia and helped existing ones expand in meaningful ways. Georgia attracted companies that invested \$3.74 billion, creating 19,627 jobs, an increase of 15.7 percent, in communities throughout our state. This is almost a 47 percent increase from the last fiscal year<sup>1</sup>. See Attachment L for DeKalb County Area Labor Profile.

As the local workforce agency for DeKalb County, DeKalb Workforce Development (DWD) provides comprehensive workforce solutions to businesses and residents of DeKalb County by delivering unified employment and training services. In light of the current economic climate, DWD has collaborated with various DeKalb County Departments, Georgia Department of Labor offices, Metro Atlanta Employers and Non-Profit Organizations to assist in finding solutions to job creation for the unemployed residents of DeKalb County. Long term occupational projections for DeKalb County indicate that approximately 18,500 new jobs will be created in DeKalb County by 2016. Key industries are health services, higher education, community and social services, hotel, tourism, entertainment, construction, green energy technology, retail and transportation.

There is an abundant supply of workers for various industries and the population in DeKalb County provides an adequate talent pool for in demand occupations. A review of top ten high demand occupations for DeKalb County lists some of the following as highest projected occupations by 2016 (see attached 2016 Demand Occupation Mix): Educational and Training, Healthcare Support (Registered Nurses, Home Health Care Aides, etc.), Community and Social Services, Childcare Services, Management, Computer Information-Software Services, Retail Sales, Food Preparation, Office/Administrative Support and Structural Work/Construction. The Workforce Information & Analysis of the Georgia Department of Labor also found that these fast-growing occupations have better employment prospects than occupations with slow or declining employment. Conditions will be more favorable for mobility and advancement. The demand for these

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<sup>1</sup>\*Referenced data sources include: Labor Market Information and Local Area Labor Profiles produced by the Georgia Department of Labor, Labor Market Information and Analysis Division.



positions will require an immediate response through short term and moderate length training for immediate needs and long term solutions via apprenticeships, work experience, vocational education and On-the-Job Training (OJT) to satisfy future projected growth.

In addition, DeKalb Workforce Development will work in collaboration with the County to implement the Capital Improvement Project (CIP), which will stimulate the economy of DeKalb County through job creation and promotion of the establishment and/or growth of local small business enterprises. The CIP is expected to yield 4000 jobs over a 5-8 year period.

In order to address the demand for skilled workforce DeKalb Workforce Development conducted a comprehensive needs analysis to determine the programs that are in demand and will lead to re-employment within a reasonable period in high demand industries. The results included occupations in healthcare, energy, green industries, education, infrastructure, information technology, and other emerging industries. DWD hopes to allow for expanded customer choice with the offerings of these specialized programs.

In the coming years, employment will rise fastest in the nation's professional and business services. Hospitality, transportation and warehousing, and health services also will see substantially above-average employment gains. Manufacturing employment will continue its prolonged decline; however, the manufacturing sub-sectors with the best immediate prospects for job stability include machinery, fabricated metal products, nonmetallic mineral products, and petroleum and coal products. Sub-sectors that will continue to shed jobs include apparel, textiles, wood products, computer and electronic products, transportation equipment, chemicals, and plastics.

*In an effort to combat the demand for skilled workers, DWD will actively recruit dislocated workers with transferable skills and youth in the fields of healthcare and energy. We will also look for nontraditional workers and college students. DeKalb Workforce will tailor our recruiting strategy by consulting with key contacts about timing and strategy issues. Strategies include recruiting the following:*

- *Dislocated Workers*
- *Actively recruit dislocated workers from industry's for whom skills may be transferable.*
- *Create training programs with local providers, which enhance current skills and upgrade necessary skills.*
- *Attend Rapid Response Dislocation sessions to encourage workers to consider training.*
- *Hold informational sessions at magnet schools, which focus on science, mathematics, and technology.*
- *Achieve a level of proficiency in science, technology, engineering, and mathematics that affords all participants the necessary knowledge and*



skills to be STEM (Science, Technology, Engineering, and Mathematics) literate, be prepared for post-secondary education, have successful careers, and advance the economy of the state through customized training.

- Hire students for cooperative education, internships, summer or part time help in healthcare and energy workplaces.
- Introduce Work Experience Programs to mimic "real world" working conditions
- Encourage participation by non-traditional (men in field of healthcare; women in nuclear energy) by incentivizing participation in programs.
- Expand our recruitment sources to include job training programs and community-based organizations, pre-apprenticeship programs, and secondary and vocational education systems.

DeKalb Workforce Development will continue to provide direction and resources to upgrade the skills of workers, job seekers and youth in order to prepare them for future career success. See attachment E – Demand Occupation List.



**CHAPTER 5:  
WORKFORCE DELIVERY SYSTEM**



# **CHAPTER 05**



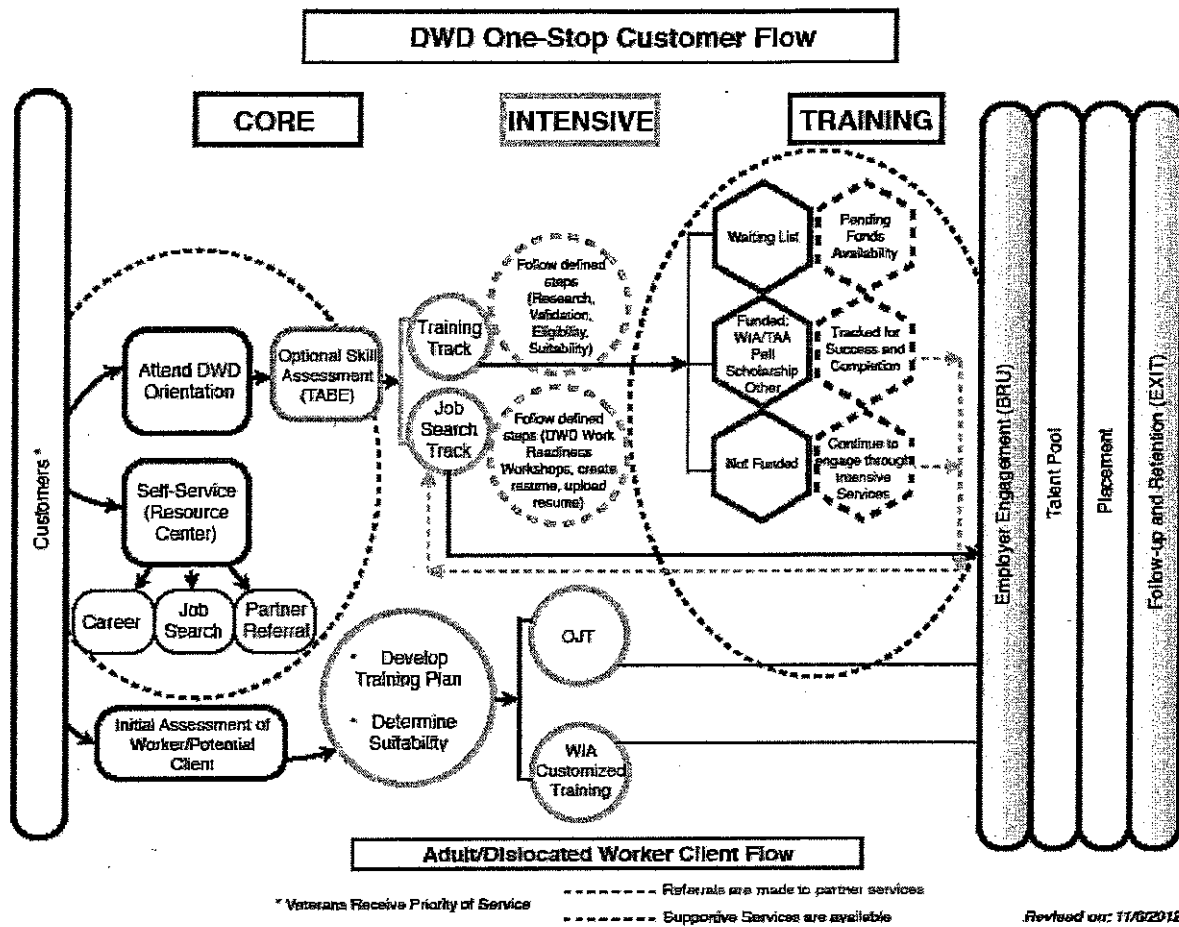
## **V. Workforce Delivery System**

The One Stop Certification process is one that ensures that the LWIA One-Stop system is in compliance. It is to be noted that DeKalb Workforce Development has been certified by the Governor's Office of Workforce Development as a One-Stop Center as mandated by law. DeKalb Workforce Development's current certification process closely mirrors the Federal and State requirements. The current certification process can be supplemented to verify that at a minimum, the One-Stop Delivery System has made each of the programs, services and activities described in WIA section 134(c)(1)(A-E) available in no less than one physical center within the local area. The re-certification process occurs every two (2) years as required by the Governor's Office of Workforce Development.

As part of the one stop certification, a business plan was submitted to by the Georgia Department of Economic Development, Workforce Division with the following items:

- 1) A vision and mission statement
- 2) A diagram or narrative of customer flow through the tiers of services
- 3) Identification of the clear flow of services between all partners
- 4) Identification of the facility's service delivery structure, i.e. location service mix and customer flow
- 5) Demonstration of a plan for increased enrollment in various programs and increased use of facilities
- 6) Identification of a system for referral to training services and use of ITAs
- 7) Identification of leveraged resources with various funding streams, educational grants, and other financial aid programs
- 8) Identification of a community outreach plan
- 9) Identification of all One-Stop partners and the ways in which services are integrated







1. Using the matrix in Attachment A, outline the structure of the area's One-Stop system, identifying partners at each comprehensive site and the major services provided at those locations. Provide the same basic information about additional workforce service locations in the local area, i.e., locations that are not considered comprehensive One-Stops. Describe enhanced integration through the One-Stop system to improve service delivery and increase efficiency as discussed in ETA's National Strategic Directions (TEGL 13-06), as appropriate.

DeKalb Workforce Development works in collaboration with all mandated One-Stop partners and various community based organizations. A Resource Sharing Agreement is in place with all partners. A Resource Sharing Agreement includes a section on resource and each partner contributions. For more information on Resource Sharing Agreement, see attachment B.

2. Describe methods of coordinating with partners and services not available at the comprehensive sites, including the HOPE Alliance to maximize homeownership and prevent unnecessary foreclosures, and public libraries aimed at improving the quality and quantity of employment and training services for job seekers. (TEN 30-09, TEN 50-09)

DeKalb Workforce Development coordinates with partners by holding quarterly partners meetings. These meetings offer an opportunity to share agency service information and provide customer referrals for services not available at the center. Should job seekers need partner services that are not available at the One-Stop Center, referrals are made using the Partners Passport Referral Card to the appropriate Partner Agency. The One-Stop System also uses the following methods to coordinate with various partners:

- Quarterly partners meeting
- Semi Annual Partners Expos
- WIA Metro Atlanta Consortium – Due to the collaboration built from the consortium, DWD's is constantly working along side with other WIA Metro Atlanta workforce agencies to provide a wider pool of candidates to employers in the metro area.
- Partners Orientations (Vocational Rehabilitation, Department of Labor - Veteran's Division, Fatherhood, etc.)

DeKalb Workforce Development has developed a WIA Orientation DVD that is readily available to customers at partner locations and affiliate sites. In addition, the DVD is available on DeKalb Workforce Development's website at [www.dekalbworkforce.org](http://www.dekalbworkforce.org).

In the light of the current economic climate, DWD has collaborated with Georgia Department of Labor to assist with rapidly increasing business layoffs and workforce reductions. As a result, these reductions have lead to an influx in the number of foreclosures, due to displaced workers. In that, DWD is experiencing a greater



*demand for Occupational Skills training, work readiness services (i.e. Resume Writing, Interviewing, Personal Branding & Networking) and support services.*

3. If your comprehensive sites are not GDOL career centers, describe how services at the area's site(s) and GDOL services are integrated to provide seamless customer service.

There is a Georgia Department of Labor employee assigned to the comprehensive One-Stop Center on a part time basis. Should the job seeker require services not available at the One-Stop Center, a referral using the Partners Passport Referral Card will be made to the local Georgia Department of Labor Career Center (s).

4. Summarize the functions performed by the area's One-Stop operator(s).

DeKalb Workforce Development's mission is to assist participants in attaining **sustainable employment and wages**. DeKalb Workforce Development successfully satisfies this mission through the development, implementation and monitoring of innovative program designs and workforce solutions.

DeKalb Workforce Development administers various employment and training programs for Adults, Dislocated Workers and Youth, ages 14 -21. These employment and training programs/services are provided by a *triage approach*, utilizing the One-Stop Center delivery system...first Core Services, then Intensive Services and Training Services with seamless referrals to mandated resource partners as needed.

**Core services** consist of activities such as:

- determining eligibility to receive assistance under WIA Title I
- outreach, intake and orientation to the information and other services available through the One-Stop delivery system
- initial assessment of skill levels, aptitudes, abilities, and supportive service needs
- job search and placement assistance and where appropriate career counseling
- provision of employment statistical information relating to the local, regional and national labor market areas and provision of performance information and cost information on eligible providers of training services, youth activities, adult education, post-secondary vocational education, vocational education activities available to school dropouts, and vocational rehabilitation, and
- provision of performance information on eligible providers of training services provided by programs and eligible providers of youth activities, providers of adult education, providers of post-secondary vocational education activities (information provided during WIA Orientation)
- Information regarding filing claims for unemployment compensation.



All individuals can access “core” services through DeKalb Workforce Development One-Stop center and Mobile Career Center Unit.

**Intensive services** are provided to adults and dislocated workers who are not able to obtain employment or who remain underemployed after utilizing core services. An individual must have received at least one core service such as an initial assessment that determines that individual's need for these services.

Individuals may be employed but need these services in order to obtain or retain employment that allows for self-sufficiency. Intensive services may include:

- comprehensive assessments of skill levels and needs
- in-depth evaluation to identify employment barriers and appropriate employment goals
- group and individual counseling and career planning
- case management for participants seeking training services
- short-term prevocational services that might include development of learning and communication skills and professional conduct to prepare individuals for unsubsidized employment
- for those who lack occupational credential/certification and require short-term continuing education in order to acquire certification/credentialing for required for success in growing occupations, customers can be enrolled into short-term preparation, review and occupational training courses
- supportive services
- and development of an individual employment plan to identify employment goals, appropriate achievement objectives and services that will help the individual employment goals

**Training Services** are for individuals (Adult, Dislocated Workers and Older Youth).

- Training services are available to employed and unemployed adults and dislocated workers who have met the eligibility requirement for intensive services, have received at least one intensive service and have been determined to be unable to obtain or retain employment through intensive services; are in need of training services and have the skills and qualifications to successfully complete the selected training program; are unable to obtain grant assistance from other sources such as PELL grants or Trade Adjustment Act or require WIA assistance in addition to other sources of grant assistance; or meet the priority of services established by the local workforce area. The training program should be directly linked to the employment opportunities in either the local area in which they reside or in areas where they are willing to locate.
- Who after an interview, evaluation, or assessment, and case management, have been determined by a career counselor, as appropriate, to be in need



- of training services and to have the skills and qualifications to successfully participate in the selected training services.
- Training services are provided through Individual Training Accounts that allow adults and dislocated workers to gain training services. Training services are intended to be provided in a manner that maximizes informed customer choice and may only be used through training providers that are on the State's list of eligible training providers (ETPL). The ETPL is continuously updated with the most current information on training programs and providers in order to give individuals a wide variety of training programs and occupational choices. A training program may consist of one or more courses or classes, or structured regimen, that leads to a certificate or degree or the skills or competencies needed for a specific job or jobs or occupation(s).

Training services may include:

- Occupational skills training, including training for nontraditional employment
- On-the-job training
- Programs that combine workplace training with related instruction which may include cooperative education programs
- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- Job readiness training (an intensive services)
- Adult education and literacy activities provided in combination with services described above, and
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

### **THE BUSINESS STRATEGY**

DeKalb Workforce Development diligently seeks out employers to assist with the growing number of job seekers who need assistance. Every business customers' need is implemented as an "E<sup>3</sup> Business Strategy". Every project begins with identifying each of the three "E's" and strategically aligning outcomes.

The first "E" which is Education, represents the following initiatives:

- Identifying existing transferable and marketable skills of jobseekers and training programs.
- Providing post-secondary training or re-training services for upgrading skills through programs such as customized training or on-the-job training (OJT).
- Working with educational institutions for curriculum design that is employer driven.
- Implementing tailored employer training that is job or task specific.
- Providing pre-employment tutorial assistance.



Once the Educational aspect of E<sup>3</sup> has been met, DWD works aggressively with job seekers to fulfill the employment of workforce needs of the customer. Because of the thoroughness of DWD's process and procedures, companies frequently discover the added value in the process and the relationship.

Finally, a study is performed regarding the Economic Development of the Company and/or Industry as it relates to the supply and demand of current and future talent needs. A career analysis is done to ensure aspects of what an employee will need to display or have to perform successfully.

5. Indicate which partners are providing core and intensive services for adults and dislocated workers in your area.

DeKalb County currently has one comprehensive One-Stop Center which is the DeKalb Workforce Development, located at 774 Jordan Lane, Building 4, Decatur, Georgia, 30033.

At the One-Stop Center, DeKalb Workforce Development provides Core Services, Intensive Services, and Training Services which include: outreach, intake, orientation to the One-Stop delivery system, skills assessment, contracted services (drug screening, background check, DMV, as appropriate), WIA services, abbreviated Workshops (Basic Internet, Interviewing Skills, *Personal Branding, Networking* and Resume Writing) eligibility determination, initial assessment, job search, labor market and career information, provision of performance and cost-based training through the ITA System, information related to support services, information on financial aid, and referrals to other services as appropriate. Other vendors will be added or deleted as appropriate.

*Core, intensive and training services may be provided by any partner agency with funding from non-WIA grant sources. Career Resource center provides services to adults, youth or dislocated workers through the delivery system and shall at a minimum, include all core, intensive and training services in aforementioned question.*

The Georgia Department of Labor staff assigned to the One-Stop Center provides job search assistance, job referrals, and referrals to other GDOL services. The Georgia Department of Labor, Vocational Rehabilitation, Education Opportunity Center, and Georgia Piedmont Technical College assist customers by providing information and minor assistance at the One-Stop Center. The Partners' Referral Form is utilized at the various locations of partners then collected to assure that the referral system is working. *Other partners that provide core and intensive services include Goodwill of North Georgia, Inc., Job Corps, and Jewish Family and Career Services. Other vendors will be added or deleted as appropriate.*

### **Assessment of the current Wagner-Peyser in One Stop Centers**

Wagner-Peyser (W-PA) was signed in to law in 1933 by Franklin D. Roosevelt to assist



workers and businesses impacted by the Great Depression. Workforce Investment Act (WIA) was created in 1998 to strengthen the foundations of the Wagner-Peyser by creating one-federally organized system that follows the same service mandated regardless of location in the United States.

Integration of Wagner-Peyser and WIA program is about providing seamless service for the customer, regardless of the funding source or who the Workforce representative report to. Customers should receive services they want and need in a timely and efficient manner. Performance for each partner at a Workforce Office is important and functional integration does not take away from the need to meet performance outcomes regardless of funding source. Functional integration refers to the ability of any individual representing Workforce to provide seamless services and refer customers to any programs that best suit their reemployment needs. Customer should not have to be aware of organizations, divisions, or which funding stream is paying for their services while participating in a Workforce Delivery System. Both acts require a consistent array of basic services, but each Workforce Center may offer additional services if there is local demand and sufficient regional resources. We must work with all partners to avoid duplication of services and the work efficiently together. The objective is for customers to be seen as a customer of the workforce investment system and not of a particular program. This objective is particularly important when focusing on targeted populations such as low-income and low-skilled workers.

DWD has created an Interdepartmental Liaison to facilitate the delivery of services to all customers. An initial assessment is conducted to decide if the customer needs core or intensive services. These services include self directed efforts, job search workshops, and one on one assistance. Each of the services must be aligned with the other so that job seeker and business customer have easy access.

6. *Provide a current sample Memoranda of Understanding,/Resource Sharing Agreement from one of your comprehensive One-Stops as Attachment B. Signatures are not required for submittal, but current agreements with signatures must be available for review upon request and during annual onsite program reviews.*

*Attached are the Memoranda of Understanding (MOU), Resource Sharing Agreement (RSA) and the Chief Local Elected Official Agreement signed by the local partners. Attachment B.*

7. List the board-established policies regarding:

- a. Priority of service for adult intensive and training services, where adult funds are determined to be limited

*The board-established policies regarding priority of services for intensive and training services where adult funds are determined to be limited are ones in which, (1) priority will be given to veterans and eligible spouses, (2) adult clients receiving public assistance, and (3) individuals who are classified as low income in accordance with WIA definitions. See attachment F and G.*



Snapshot: Priority of Services

1<sup>st</sup> Priority – Low Income Veterans and Spouses

2<sup>nd</sup> Priority – All other low income individuals

3<sup>rd</sup> Priority – Veterans and Spouses (not meeting income criteria)

4<sup>th</sup> Priority – All other individuals

- 1) Veterans: It shall be the policy of the DeKalb Workforce Investment Board (WIB) to provide Veterans and/or a "covered person" priority of service under all WIA Title I funded programs. For purposes of this policy, the term "Veterans priority of service" means that an otherwise eligible Veteran and/or "covered person" shall be given priority over non-veterans for the receipt of employment, training, and placement services provided under that program, notwithstanding any other provision of law. Veterans and/or a "covered person" must first meet the WIA program's eligibility requirements.

WIA Title I programs shall include programs for adults, youth and dislocated workers; 10% funded projects; and National Emergency Grants (NEG) and any other programs or services funded by the Department of Labor. A "covered person" is one of the following:

- Disabled veterans
- Veterans who served on active duty in the Armed Forces during a war or in a campaign or expedition for which a campaign badge has been authorized
- Veterans who, while serving on active duty in the Armed Forces, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order No. 12985 (61 Fed. Reg. 1209)
- Recently separated veterans including any veteran who applies for participation under this title within 48 months after the discharge or release from active military, naval, or air service; or
- Spouse including:
  - ✓ Any individual who is married to an active duty service member including the National Guard and Reserve personnel on active duty;
  - ✓ Died of a service connected disability;
  - ✓ Is listed (at time of spouse's application) as missing in action, captured in the line of duty, or forcibly detained; or
  - ✓ Has a total disability from a service connected injury or who died from the injury.



The DeKalb Workforce Investment Board (DWIB) requires that every subcontractor/vendor receiving funds through a WIA contract with DeKalb Workforce Development shall provide Veterans and other "covered persons" priority of service as outlined in this policy.

Subcontractors/vendors shall provide information to Veterans and/or a covered person on services available under WIA Title I programs. DeKalb Workforce Development and the DWIB shall ensure that individuals are informed of their right to priority for employment and training services. Contracted program operators may provide the information verbally or in writing, during orientation, assessment, or enrollment.

DeKalb Workforce Development and the DWIB shall require service providers to collect and report the required data elements for covered persons enrolled into WIA Title I programs and during its monitoring processes, ensure that the grantee's systems and procedures comply with this policy. Failure by the grantee to comply is considered a service deficiency requiring immediate action to comply with the policy.

The DWIB directs the Director and designees to develop and maintain a Veterans' "priority of service policy and procedures that comply with applicable regulations as they may change from time to time. The Director and his/her designees shall ensure that required data to document Veterans' priority of service are maintained and reported as necessary.

2) Public assistance and low-income individuals:

- Receives, or is a member of a family that receives, cash payments under a federal, state, or local income-based public assistance program;
- Received an income, or is a member of a family that received a total family income, for the 6-month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, payments described in subparagraph (A), and old-age and survivors insurance benefits received under section 202 of the Social Security Act (42 U.S.C. 402) that, in relation to family size, does not exceed the higher of:
  - The poverty line for an equivalent period, or
  - One hundred percent (100%) of the lower living standard income level (LLSIL)
    - for an equivalent period;
- Is a member of a household that receives (or has been determined within the 6-month period prior to application for the program involved to be eligible to receive) food stamps pursuant to the Food Stamp Act of 1977 (7 U.S.C. 2011 et seq.);
- Qualifies as a homeless individual as defined in subsections (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act (42 U.S.C. 11302);



- *Is a foster child on behalf of who State or local government payments are made;*

Federal law stipulates that in the event that funds allocated to a local area for adult employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive services and training services. The Local Workforce Investment Board has declared that should WIA funds become limited in Workforce Investment Area 5, priority service should take place when working with adult funds.

In the spirit of reflecting the special needs of the DeKalb County area, the Workforce Investment Board has determined that there exists, in our local area, a sizeable group of individuals that lack economic self-sufficiency, commonly referred to as the "working poor". The working poor earn just enough to be above the federal poverty guidelines, public assistance requirements or any other financial assistance; however, they do not earn enough to achieve economic self-sufficiency.

To better serve the total adult population in Area 5, the DeKalb Workforce Investment Board has determined that individuals, who are a member of a family that is above the Lower Living Standard Income Level (LLSIL) guidelines but not in excess of 200% of current guidelines, may receive WIA intensive services and/or training services as an established priority service group. The Workforce Investment Board will allow all adult participants, who are employed be determined eligible under this condition.

b. Service to individuals who do not reside in the area.

Core Services are available to anyone, regardless of their area of residence. Intensive and Training Services for adults and youth are restricted to eligible residents of DeKalb County, except as described below. Intensive and Training Services for individuals who fall into the Dislocated Worker category, are available to DeKalb residents and/or to individuals who were employed by a DeKalb County business at the time of separation. There are three groups of customers whose permanent residences may be outside of the local area, but whom may be served, per Board policy: (1) Customers participating in the DeKalb County Drug Court special program. These customers are temporary wards of the Court, participating in mandatory residency program and are seeking assistance from DeKalb Workforce Development. (2) *Services for Dislocated workers inclusive of employees of companies whose place of employment is/was within the DeKalb service area that are participating in vocational and professional short-term occupational training approved by the DWD Director.* (3) Students at Colleges and Universities who are enrolled in occupational skills training which prepares them for in demand occupations. In the event that a non-DeKalb County resident requests assistance from the DeKalb Workforce Area, the DWD Director will communicate with the Workforce Area Director in the student's county of



residence. The communication will include a description of WIA Intensive or Training funds used.

c. Target groups served in the area

WIA services are offered to a wide population via the information and referral process of partners. With the exception of the Comprehensive Youth Program, there are no “stand alone” WIA-funded programs for specific target groups. However, targeted recruitment efforts are also in place to attract persons who may not regularly seek WIA services. These efforts have been successful with the refugee/limited English-speaking community in the Clarkston area as TANF customers. *Other targeted groups serviced are veterans, Housing Authority residents, TANF recipients, disabled individuals, homeless individuals, ex-offenders, refugee and high school seniors. Assuming all eligibility factors are the same, veterans are given first preference.*

d. Supportive service policies for adults, dislocated workers and youth

See attachment H for Supportive Services Policy.

DeKalb Workforce Development's current supportive services expenditures are below the State's supportive services threshold of \$3,000 per calendar year per participant, not to exceed 25% per grant funding stream. DeKalb Workforce Development will continue to monitor and maintain the appropriate supportive services spending level based upon participant need.

e. In Demand Occupations (please list)

*See Attachment E for Demand Occupation List.*

8. Describe the local Individual Training Account (ITA) system, including:

a. Public notification to prospective providers

The DeKalb WIB participates in a regional approach to the local ITA system under a contractual arrangement with the Atlanta Regional Commission. The items addressed below are unique to both the local area and the regional workforce area. See Attachment I, for more information on Individual Training Account Policy.

ARC, as agent for the ARWB, with input from two participating LWIBs, solicits bids through a public invitation process by posting of a training provider application on the ARC website. *The Georgia Department of Economic Development, Workforce Division website also directs interested applicants to the ARWB via the Georgia Department of Economic Development, Workforce Division website*



([www.workforce.ga.gov](http://www.workforce.ga.gov)). On this site, providers can access the application and guide to become an Eligible Provider. Furthermore, in an effort to expand the industry offering among service providers and in response to the local economy, DWD through the procurement process, will give public notification via the local media, newspaper, and /or public posting for job training services for adult and dislocated workers. Letters of notice of application are forwarded to any agency that requests to be placed on a bidders list. The solicitation is an open competitive bid. A link to the provider application will be placed on the DWD website.

- b. How the board evaluates providers and proposed training programs for initial eligibility, based on (at minimum) criteria of proven effectiveness, local/employer industry demand, accreditation, and customer accessibility

ARC prepares summary reports on evaluation of training provider applications and submits to the Regional ITA Committee for approval. Information is transmitted electronically to the Georgia Department of Economic Development, Workforce Division for approval. Following State approval and listing of eligible providers on the State list, LWIBs are responsible for rejecting/restricting use through local policies and parameters. ARC provides letter notification to State-approved training providers. If a training provider is rejected during the initial ARC review and subsequently appeals, ARC will utilize the Regional ITA Committee in the appeals process. Any appeals based on local policies will be handled by the individual LWIB.

Also included are pre-award visits to new providers, verification of performance information (including Geographic Solutions reporting), employee interviews, participant/ student interviews, etc. State WIA performance goals, regional goals and ARC goals are reviewed against provider performance outcome goals. UI Wage Reports may be used to verify employment, employment dates, and wages letters/electronic responses are forwarded to training providers who fail to submit adequate information and applications may be reviewed upon submittal of additional information. If fraudulent or faulty information is received, the application is denied and an appeal ensues, the Regional ITA Committee hears the appeal.

Moreover, DWD management team is charged with keeping the board updated through methodology and statistics in the Metropolitan Atlanta on employment training data. This information includes but is not limited to, occupational industry outlook, school accreditation, and transportation data, employment trends in DeKalb County and Metro-Atlanta, and WIA provider performance standards.

- c. Formal appeals process for aggrieved ITA customers and providers of unapproved training programs



Aggrieved providers of unapproved training programs will be required to follow the procedures established by the ARWB. Aggrieved DeKalb ITA job seekers will be required to follow the procedures described in detail in Section VII.1. In summary, each ITA customer as a part of the standard ITA process signs and takes with them a copy of the formal grievance procedure. This procedure emphasizes that no person shall be excluded from participation in any program or activity funded under WIA on the basis of race, color, religion, sex, national origin, age, disability, or political affiliation. The name and address of the DWD EEO Officer to file the grievance with is listed along with the contact information to file discrimination complaints to the Georgia Department of Economic Development, Workforce Division.

- d. Ongoing process used to update the data on the eligible provider list (exclusive of the state-conducted annual subsequent eligibility process)

ARC requires that each provider's performance meet and/or exceed established ARC performance measurement goals. If the goals are met, the training provider agreement continues. For providers that do not meet minimum performance, providers are given a 30 day pending "Hold" status, in order to submit verifiable information regarding job-seekers' performance. For new providers a "limited slot" requirement is instituted. Under this restriction, a limited number of job seekers are allowed to attend the provider's training; however, once the number has been reached, no other job seekers may attend training until a review of performance is conducted. Depending on the results of the review, the limited slots requirement is lifted or continues until performance is met. If the review determines that the provider's status has changed, i.e., moved location, termination business, etc., an immediate notification is provided to the Georgia Department of Economic Development, Workforce Division

Procedures for review and approval of additional programs and price changes for approved training providers are provided in the Training Provider Agreement. Submittal of program changes/additional programs/price increases are reviewed by the ITA Committee and if approved, transmitted to the Georgia Department of Economic Development, Workforce Division. For requested programs not associated with demand occupations, training providers submit the items listed above and three statements from employers verifying they would employ an individual who completes training.

DWD facilitates onsite monitoring, independent of ARC performance monitoring. DWD, also, administers a desktop review of Eligible Provider's providing services to DWD customers and determines performance outcomes compared against DWD performance measurements (i.e. entered employment, retention, average earnings change, and other common measures). Quarterly Eligible Provider forums and site visits are



*also conducted by DWD. In addition, DWD participates on the Atlanta Regional Commission review panel that approves new eligible provider/programs as well as their quarterly eligible provider meetings.*

- e. Any regional policies or agreements for ITAs or training providers

ARC, as agent for the ARWB, is responsible for a regional eligible training provider/individual training account (ITA) system and contracted with ARC to provide services, such as application review and evaluation, reference and performance checks, monitoring, reporting, etc. Each LWIB is responsible for developing local policies and parameters, approving local training providers, executing a training provider agreement, maintaining a participant tracking system, and maintaining financial obligations versus expenditures of the ITA system. Regional meetings are held quarterly and include an agenda item regarding ITA providers. Each metro WIB is provided a reporting of performance for all metro area-training providers in addition to providers with local WIB enrollments. Any discrepancies or potential problem areas are highlighted in the reports to the individual WIBs.

All policies regarding ITAs are discussed by the Regional Committee and presented to the respective boards for approval. In most cases, regional policies are the same for tuition and support.

*DWD has Intensive Service Policy in place, which allows for WIA to support occupational training by non-ITA training vendors. This offers more flexibility and choice to both the customer and provider. The customer has more programs and school choice while the provider has more access by providing WIA supported employment-training services.*

- f. Access to customers to the eligible provider list process for determining which customers receive ITAs

A job seeker determined eligible for WIA training services may select a provider from the State-approved listing after consultation with a WIA career advisor. If a job seeker receives career advisement and support services and the program of study is funded by Pell/HOPE funds, the ITA policies will apply. Access to the eligible provider listing is provided through the One-Stop System, through the Georgia Department of Economic Development, Workforce Division website (<http://www.workforce.ga.gov>). Job-seekers are encouraged to review on-line information as well as handouts including web addresses and on-line resources during WIA Orientations, ITA Intake Sessions, drop-in visits to the Career Resource Centers and on the DWD website where customers can print the information and follow-up directly with a DWD staff person for questions or elect to e-mail their inquiry via the website.

Priority for Intensive and Training Services will be given to individuals who have met the minimum eligibility, but have one or more characteristics



that often act as barriers to employment or other factors that may limit an individual's ability to seek and maintain employment.

All dislocated workers must also be determined to be in need of additional training or services and unlikely to return to their previous occupation or industry without additional training. Individuals who have quit their jobs or have been separated for cause will not be considered for dislocated worker training services during periods of limited funding.

Training funds are generally used to build on existing skills. If an individual can be trained for a quality job more quickly and economically by building on existing skills first, that may take precedence over training the individual for an entirely new occupation. The job-seekers interests, the demands of the labor market and limited training dollars are considered.

Criteria for determining "in need of training": "In need of training" will be the summary result of the assessment information, labor market analysis, and review of the desired training course to establish that the customer's likelihood of securing and/or maintaining regular full-time employment will be significantly improved with additional skills obtained from training. Customers applying for training services with recent training or attainment of a recognized technical school certificate, college degree or diploma (2 years or less) may not be considered "most in need" of training services. This is particularly relevant for job seekers with recent training or education in areas considered "in-demand".

Demonstrate ability to successfully participate in training: An individual may demonstrate ability to successfully participate in training by meeting all entry level criteria for a specified training program; being accepted by the school and/or program without conditions; having a training plan that indicates the individual has a reasonable likelihood of successfully attending and completing desired training and securing training-related employment upon completion of training. At a minimum, the training plan should address issues that affect the individual's ability to attend/complete training such as: availability to attend classes offered (time and/or location of training); need and likelihood of part-time or interim employment while attending training; other financial support mechanisms (how is the individual going to live while in training?) such as unemployment benefits, public assistance, severance pay, other family member employment income and support; and an indication that assessment results indicate a match between the individual's interests and aptitudes for the training area and training related occupations.

The training plan must also address other occupational or industry related criteria that may preclude an individual from securing employment. Some examples may include driving record for individuals



interested in commercial truck driver training; felony conviction or patterns of arrest or conviction for some positions with education or childcare settings; clean criminal background check for positions with the aviation industry, etc.

Job-seekers may be required to demonstrate that current job openings exist, and/or are projected in the region for occupational clusters that have been the target of major layoffs or pending announced layoffs. Job seekers may be required to assist with researching employment options related to their desired training and provide reasonable verifiable information concerning job openings and/or documentation that the job seeker has a bona fide job offer pending the completion of specific training activities. An example might include requests for training in the telecommunications area. Due to large recent layoffs, the training request would need to indicate that viable job openings are available and that the job seekers have the necessary experience to compliment the proposed training to qualify for the available openings.

Documentation of efforts to obtain other financial assistance: Individuals must demonstrate that they have applied for federal and state financial aid with schools or organizations that received federal or state financial aid. A copy of the application or notification of financial aid must be presented or verified electronically. Individuals who have recently applied for assistance, but have not received notice of award, may be approved to begin training with WIA funds. They will be required to provide a copy of the award within 45 days of the beginning of training or before the start of the next registration period for continued training, or prior to the issuance of an additional voucher for training/training expenses.

g. Process to track and manage all ITA activity

*The Geographic Solutions is utilized to track customer activity, both programmatic as well as financial. Obligations and cost commitments, as well as expenditures are tracked through Geographic Solutions. The system tracks enrollments and performance outcomes. Geographic Solutions reports are run monthly to determine enrollments and performance results for training providers and reports are utilized during quarterly reviews. Reports are made available to all workforce boards during monthly meetings. Independent of Geographic Solutions tracking, ITA employment training fiscal activity is tracked by internal individual case managers and master ITA expense tracking spreadsheets. These expenditures are reconciled in weekly meetings with the finance team. The ITA case management activity is tracked and managed through DWD's internal case management system.*

h. Board policy on use of statewide eligible provider list (including financial and duration limits, demand occupations, out-of-area training, service to out-of-area customers, restrictions on use of statewide list, etc.)



*Service to individuals who do not reside in the area:* Priority for training and support services will be given to residents of the DeKalb County service area for adult, youth and dislocated worker applicants. Services for dislocated workers will also be given to employees of companies whose place of employment is/was within the DeKalb County service area.

*Financial & Duration Limits:* Training and intensive services will not exceed 2 years for a training, certificate or degree programs. The total cost of a training program with duration 1 year or less shall not exceed \$5,000.00. The total cost of a training program with duration beyond one year shall not exceed \$8,000.00.

*Demand Occupations –* Customers will be directed to utilize a Demand Occupations List created by local workforce boards as a guide for selecting demand occupations. The listing is a guide which is not all inclusive. DWD may approve intensive and training services in additional occupations in which demand occurs based on research and the rapidly changing employment market. (See Attachment E for Demand Occupation List)

*Eligible Provider List –*DWD will utilize training providers on the Georgia Department of Economic Development, Workforce Division listing for eligible training providers located at <http://www.workforce.ga.gov> to approve Individual Training Account applications for training. On a limited, individual basis, DeKalb Workforce Development may approve intensive service or training funds for training at providers not on the Governor's Office of Workforce Development Eligible Provider list in accordance with our Intensive Service Policy.

9. Describe local training policies that ensure that other funds (e.g., Pell, HOPE Grant or Scholarship, TANF, etc.) are considered in addition to WIA funds, consistent with TEN 11-09. What impact do you anticipate recent HOPE changes will have on the local system? Describe any coordinated efforts regarding training across areas within the region.

It is the policy of the DeKalb WIB that WIA funds are considered last in order of availability for training funds. Job-seekers are encouraged to investigate alternate funding sources, with the exception of incurring personal debt, during their search for training and/or schools. Tuition at some training institutions is much higher than the maximum WIA amount approved by the WIB. When a job seeker has chosen a school with higher tuition, a Career Consultant will encourage a job seeker to look at schools providing similar training at less cost. If none are available, or a job seeker insists on the higher tuition training, the Career Consultant will require a financial plan that describes how the balance of the tuition will be covered if WIA is approved for a portion. Frequently, Pell or other Federal loans/grants will be used. Occasionally, job seekers will pay the balance out of personal funds or loans. Historically, DWD's customers have not been eligible for the HOPE scholarship,



*because these funds are traditionally reserved for high-school graduates. Majority of DWD's ITA customers are aged adults and dislocated workers. Therefore, the changes to the HOPE scholarship will have little influence on the local area.*

10. Discuss the role of faith- and community-based providers within the local system. Discuss board policies regarding training contracts with community-based organizations or other training providers with proven expertise in serving special populations with multiple barriers to employment. If the board has established any such contracts, list which populations are served through these contracts and list the criteria by which the area determines the proven effectiveness of such programs. See ETA's National Strategic Directions (TEGL 13-06) encouraging effective utilization of faith-based and community based organizations and incorporate as appropriate.

*The Board has not established any such policy for training with community based organizations; however, through the RFP procurement process, contracts with community and faith based organizations have been established to provide services to youth, adult and dislocated worker services.*

*Faith- and community-based organizations have an integral role as partners in providing performance-based program services for adults and youth. There is a Statement of Services that outlines the expectations of service providers, program designs and WIA performance standards/outcomes.*

*In response to the growing school dropout rate, DeKalb Workforce Development continues to collaborate with the DeKalb County Board of Education, business community and non-profit organizations to expand youth initiatives. The initiatives are designed to foster and improve educational opportunities, career development and life skills. There are several components to this initiative:*

- Summer Youth Work Experience Program*
- Mentoring and Enrichment Activities*
- Summer School Tuition Assistance*
- Individualized and Group Tutoring*
- Career Development Activities*
- College/University Campus Tours*
- Business Tours*

11. Describe the area's process and procedures for contracting with intensive service providers, support service providers, and other contractors for adults and dislocated worker services. If the area has no such contracts, simply write in "N/A."

*As referenced above, the competitive procurement process (request-for-proposals) is used to develop contracts for services. Invitations to bid are issued through the*



DeKalb County Purchasing and Contracting Department and in compliance with the applicable procurement standards set forth in the Code of Federal Regulations.

*DWD and its contractors comply with the Georgia Security and Immigration Compliance Act of 2006 (OCGA 13-10-90 et seq.), which requires public employers; their contractors and subcontractors to verify newly hired employees' work eligibility.*

12. Describe the area's process and procedures for contracting with youth service providers. Describe the area's youth strategies, including how disconnected youth will be served. Discuss how the area's workforce system is addressing the ten local youth program elements described in the Workforce Investment Act, as well as the integration of other initiatives such as School-to-Work, Jobs for Georgia Graduates, Job Corps, summer work programs, and High School/High Tech. Describe the specific strategies the area is using to meet ETA's New Strategic Vision for the Delivery of Youth Services under WIA (TEGL 28-05).

*The majority of youth programs are designed within DeKalb Workforce Development; however, additional youth case management is administered through service provider contracts. Youth contracts over \$50,000 are selected through a competitive bidding process initiated through a Request for Proposal (RFP). The WIB and the DeKalb County Board of Commissioners approve these contracts under the County's purchasing and contracting process.*

*Through the DeKalb Workforce Development year-round youth program youth have access to senior leadership opportunities, High School Graduation Test and End-of-Course Test intensive tutoring sessions, career exploration, job training/coaching and life skills training. The Youth Council and WIB recommend and approve all comprehensive youth program designs.*

DeKalb County has three public school systems within its borders (DeKalb County Schools, City Schools of Decatur, and the Atlanta Public School System) which incorporates most of the youth elements and provides a wide array of services to the in-school population. These elements are available as part of the regular school services or as extra-curricular offerings. DeKalb is also rich in non-profit and faith-based organizations, which provide on-going services to youth and their families.

Although some youth-related initiatives are not formally integrated into the WIA youth program, the Youth Council membership includes representatives from various youth agencies who share information on services and recruitment efforts. This information is provided to case managers who may then make referrals as appropriate. Listed below are brief descriptions of some of the non-WIA youth initiatives that may be accessed.



- Job Corps in partnership with a local contractor provide placement assistance to recent Job Corps graduates who live in the DeKalb area. There is an on-going linkage between the WIA out-of-school youth program and the contractor to ensure accessibility to WIA services.
- High School/High Tech and WIA coordinate to provide youth with disabilities exposure to careers in science, technology and math in the Decatur and DeKalb School Systems.

As TEGL 28-5 notes, one of the greatest gaps in youth services are those needed by the out-of-school population. DWD's out-of-school youth program design attempts to address those gaps, either by ensuring staff make appropriate referrals to non-WIA services or by providing the service via WIA funding. Through the Request for Proposal process, services will be solicited for the out of school youth population, specifically targeting the international/refugee community and older youth that may be unaware of the vast array of opportunities available to them beyond high school completion.

Listed below are the ten (10) required WIA youth program elements, and their currently known availability in the local area. Youth will be provided with referrals to these services via the One-Stop System.

1) Tutoring, study skills training, and instruction leading to completion of secondary school, including dropout prevention strategies.

The DeKalb County Schools, the City of Decatur Schools, and the City of Atlanta Schools provide tutoring, study skills training, and instruction leading to completion of secondary school, including dropout prevention. These program elements are available for in-school youth at the appropriate school.

2) Alternative secondary school services.

Alternative secondary school services are provided by the Destiny Academy of Excellence, Elizabeth Andrews High School and the Gateway Academy, a charter school offering a second chance for youth that have dropped out of high school. WIA youth enrolled in these schools, work with Service Provider staff to access services that aid youth in attaining their career goals. Alternative Schools provide a valuable opportunity for youth who have had difficulty or setbacks with traditional educational setting, a structured opportunity to complete their secondary education.

3) Summer employment opportunities directly linked to academic and occupational learning.



DeKalb Workforce Development provides summer employment opportunities to qualified youth that links both academic and occupational learning components. The program is designed to provide subsidized work experience supported by academic enrichment and life skills application. The program also provides for summer school tuition assistance for eligible youth that need it.

4) Paid/unpaid work experiences.

Through vocational education opportunities available in the DeKalb County, the City of Decatur, and the City of Atlanta Schools, youth can participate in paid and unpaid work experience, including internships and job shadowing. The WIA out-of-school youth program offers internships, "train-for-hire" and work experience on a limited basis.

5) Occupational skill training.

Occupational skill training is available through local public technical schools and colleges; as well as private institutions that offer training in a variety of high demand industries. Customers may select programs of interest from Georgia's Eligible Provider List, easily accessible via the internet. Individual training accounts (ITAs) can be accessed by older youth, either through a USDOL-granted waiver or by categorizing the youth as adults. The accounts may be used to pay for occupational training and qualified related expenses.

6) Leadership development opportunities.

Youth are able to hone their oratory, presentation and leadership skills through weekly one-hour workshops. By developing and maturing these skills, youth will be better prepared to meet the demands and challenges of today's world. The project focuses on promoting self-sufficiency through business development skills, providing practical exposure to small business management, building youth leadership capacity, and self-esteem.

7) Supportive Services.

All youth programs provide linkages to needed supportive services. These services may include community services, transportation, assistance with housing costs; referrals to medical services; appropriate work attire and tool costs, including eyeglasses, and protective eye gear.

8) Adult mentoring for not less than 12 months.



DeKalb Workforce Development collaborates with established mentoring agencies such as Junior Achievement and Big Brothers & Big Sisters of Atlanta to provide training and support to youth mentees.

9) Follow-up services for not less than 12 months.

DeKalb Workforce Development provides follow-up services for at least 12 months to all WIA participants (youth, adults and dislocated workers) who have completed program designs.

10) Comprehensive guidance and counseling.

DeKalb Workforce Development provides comprehensive guidance and counseling to youth via the intake and assessment process, as well as through case management activities. These services also include career exploration, career planning, and job search assistance.

The Out-of-School youth programs serve a target population having multiple needs. Most of the youth come to the program requesting assistance with obtaining a GED. Through a partnership with Georgia Piedmont Technical College, GED classes are held on-site at the comprehensive One-Stop Center. In addition to the GED classes, youth participate in job readiness and employability classes.

Younger Youth – 20% Ratio

In accordance to the Georgia State Integrated Plan (September 15, 2013), DWD will implement the requirement for younger youth between the ages of 14-18. Considering the drop-out rate is 75% for 9<sup>th</sup> graders who fail, 20% of our Younger Youth population will target youth between the ages of 14-18. Programs for this group will include intense tutorial services, peer-to-peer mentorship programs, and enhanced goals with additional benchmarks to track academic progress more closely.

In order to meet this requirement, DWD will assess its current population for this target audience and consider recruiting should there be a need to increase enrollment. In addition, DWD will require that all third party vendors who work with younger youth follow the same guidelines as established by the State.

Youth Entrepreneurship

In an effort to ensure that all options for self-sufficiency are met, DWD will work with the business community to implement an entrepreneurial component. Business Community Leaders and decision makers will work closely with youth and discuss the aspects of owning and running a business. Youth will discover and understand the following:

- Definitions of the different business entities
- Advantages and Disadvantages of the different business entities
- Process for legally establishing a business entity with the County and State



- Purpose and advantages of having a Business Plan and Marketing Strategy
- Process and purpose for establishing and maintaining financial records
- In some cases, creating and marketing an actual product to the community or the simulation of promoting a product within the community

DWD will require that all third party vendors who work with youth follow the same guidelines as established by the State.

DWD believes that if youth are able to gain an understanding of the key elements in opening and running a business, DWD can potential impact the future business leaders for DeKalb County.

13. If the area has chosen to use ITAs for older and out-of-school youth [per the state waiver under WIA Section 189(i)(4)(B)], please describe the criteria that will be used for determining appropriateness and how youth will be assisted in choosing appropriate service providers/programs. If the area does not plan to use the ITA option for older and out-of-school youth, please explain.

With the approval of the WIB, the ITA system is now utilized by older youth. The procedure for older and out-of-school youth ITAs mirrors those for adults and dislocated workers. Criteria used for determining the appropriateness of this assistance for youth is established by the Local Youth Council and approved by the Local Workforce Investment Board and as per the ITA requirements.

The decision for DeKalb Workforce Development to allow older and out-of-school youth access to ITAs was strategic in that it provides for flexibility in service delivery, allows youth to have customer choice and make informed decisions that directly impact their future. Youth that decide to embark on training provided through ITAs must follow certain guidelines to help ensure that their program of choice is appropriate for their career aspirations. The following guidelines provide a means of ensuring that the training youth are engaged in is both meaningful and desirable in today's job market:

- Youth assistance in developing an Individual Service Strategy wherein occupational skills and work readiness goals are described. The ISS is used in assisting youth in deciding on career options and corresponding training requirements.
- Youth are required to take the ONET Online career assessment to explore those career options that mesh with their interests. The assessment is used to assist youth with possible career paths and training choices.
- Youth are referred to the state's Eligible Provider List to research training providers and programs that they are considering. Case managers assist them in reviewing their top three choices, the program's requirements and the program's cost.
- Training choices must be in a high demand occupation



- Youth perform labor market research in their career of choice and are required to find at least 10 local job ads in their future occupation.
- Must meet all eligibility requirements for WIA participation
- Have a high school diploma / GED (if required by training provider)
- Have the needed TABE Scores required by the training provider
- Attend WIA Orientation

Case managers assist throughout the process by providing technical assistance with school applications, deadlines and financial counseling. Supportive services, assistance with job search and resume writing are provided to youth throughout the ITA process.

14. Describe dislocated worker service strategies, including coordination with Registered Apprenticeship and state-level Rapid Response, GDOL career centers, and state/local Trade Act activities. Discuss how coordination will leverage all available services to maximize resources to ensure UI claimants return to the workforce. How do you expedite enrollment in training for dislocated workers so their UI benefits are likely to last throughout the training period?

Services to Dislocated Workers are provided through the general WIA Information Sessions and individual meetings with a Career Consultant. An Individual Plan is designed for the job seeker. A variety of WIA Intensive Services are offered to the job-seeker. Training voucher requests are approved on an individual basis.

A dislocated worker is an individual who:

- Has been terminated or laid off, or has received a notice of termination or layoff from employment;
- Is eligible for or has exhausted unemployment insurance;
- Has demonstrated an appropriate attachment to the workforce, but not eligible for unemployment insurance and unlikely to return to a previous industry or occupation;
- Has been terminated or laid off or received notification of termination or layoff from employment as a result of a permanent closure or substantial layoff;
- Is employed at a facility, where the employer has made the general announcement that the facility will close within a 180 days;
- Was self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community or because of a natural disaster; or
- Is a displaced homemaker who is no longer supported by another family member.
- Any person dislocated for a time period of 3 years

#### Rapid Response



Rapid Response services are offered to companies, of 50 or more employees, who anticipate that they will have a mass layoff, plant closing, or that jobs will be moved overseas. WARN notices are provided to DeKalb Workforce Development (DWD) by the Georgia Department of Economic Development, Workforce Division Rapid Response Unit. Once a WARN notice is received it is the responsibility of DWD personnel to coordinate all services required by the company. This includes the following:

- Initial employer meeting to determine services required;
- Job search, matching, development, and referral;
- Labor market information;
- Seminars in interviewing, résumé writing, salary negotiation, job application, computer use, career exploration, and customized topics;
- Career assessment and counseling;
- Access to training in occupation skills, GED preparation, and English as a second language;
- Unemployment Insurance (Georgia Department of Labor);
- Support in meeting financial and family needs; and
- Easy access to coordinated services.

Funding and coordination of all activities will be administered by DWD using Rapid Response budget funds and personnel, thereby eliminating the possibility of duplication of efforts and costs.

*DeKalb Workforce Development serves as an integral member of the Georgia Department of Economic Development, Workforce Division Rapid Response team. It is DWD's responsibility to thoroughly execute re-employment and training sessions on location at the affected employer's site to begin the referral process to DeKalb Workforce Development for all workforce services particularly, WIA funded training. DeKalb Workforce Development's Core, Intensive and Training staff experts specifically gear the information presented at the rapid response session towards addressing the ever changing industry demands and employment interests of those affected.*

When a lay-off occurs in DeKalb County, DeKalb Workforce Development Director is notified through a WARN notice. The WARN notice starts telephone and e-mail communication between the Georgia Department of Economic Development, Workforce Division and WIA staff to arrange schedules in order to serve the needs of the DeKalb employer.

The Georgia Department of Economic Development, Workforce Division Rapid Response Unit Coordinator assigned to DeKalb County is responsible for scheduling Rapid Response meetings with DeKalb employers. Career Center staff and WIA staff work as a team to present



the Georgia Department of Economic Development, Workforce Division and WIA services available to dislocated workers.

As part of the Rapid Response Team, the WIA representative presents a summary of WIA services and invites the customers to schedule an individual meeting with a Career Consultant at the One-Stop Center. The Rapid Response meeting is considered the same as a WIA information session.

*WIA Career Advisors and Georgia Department of Economic Development, Workforce Division Staff team up to make on-site visits to plant closures and mass lay-offs to talk with affected employers and the workers who are soon to be dislocated from the workforce. Prior to making on-site visits, the state level Rapid Response team is consulted to make arrangements to meet with the employers to develop re-employment strategies for employees and to discuss any benefits packages or government funded services which may be available to them. Employers are offered the opportunity to allow WIA, Georgia Department of Economic Development, Workforce Division (Rapid Response) and Apprenticeship Advisors to meet with employees and explain services. When meetings are permitted, the services explained are Unemployment Insurance, claimant trainee status, assessment, training enrollment, and Trade Adjustment Act possibilities.*

*Contact information is collected from the affected workers and a service strategy is developed for each worker with the primary objective being re-entering the workforce at or above their wage at dislocation.*

Dislocated Workers may access core, intensive and training services through collaborative partners with the Department of Labor (Rapid Response) and WIA. Career Advisor will utilize the same intake, assessment and approval process used with other customers. During the assessment process, a reemployment plan is created and customer applies for training. Following receipt of a letter of acceptance from an approved training provider, the Career Advisor will complete the DOL-2417 Trade Act Application form and forward to the state Trade Act Coordinator either recommending or not recommend training. A Cost Commitment Sheet is completed which identifies the dollars for the Trade Act Assistance being used for training (i.e. occupational training, support, remediation, and job search/relocation).

To insure that UI claimants receive their training during their UI period, DWD has implemented a "Fast Track" ITA process and bi-weekly intake help sessions. After initial meeting and collection of items for eligibility purposes, WIA Staff coordinates with the Trade Adjustment Department to present the information collected and to move customer expeditiously through the process. The TAA unit then reviews, approves or denies request and responds in writing directly to the customer. This process is done in an effort to keep all Trade affected customers from losing their



Unemployment Insurance Benefits by meeting all deadlines posed by the Department of Labor at the time the lay-off takes place.

#### Trade Act

Job seekers who fall under the guidelines of the Trade Act are assigned to a DeKalb Workforce Development staff person. This staff person tracks the TAA application for each eligible customer. She/he also assists the job seeker in understanding the application deadlines and paperwork requirements of TAA. DeKalb Workforce Development staff attends on-going training to stay current with changes in TAA, TRA and NAFTA regulations.

Weekly "Hot Jobs" distribution and job fairs are essential to DWD's dislocated worker strategy, providing job seekers with constant access to employers and job readiness skills training. Customized job fairs are conducted when an employer plans to hire substantial numbers, and DWD provides rigorous pre-screening based on customer profiles and skills.

15. Describe how WIA and other funds available in the area are used to conduct outreach and recruitment for individuals in special populations, including veterans, migrant and seasonal farm workers, and individuals with disabilities, public assistance recipients, offenders, customers with limited English proficiency, and other groups. Discuss the local area's services to older workers.

The workforce system in DeKalb County encompasses many partners and agencies serving a wide array of customers. There are various access points within the County: Two GDOL Career Centers (which offer specialized services to Veterans, public assistance recipients, and offenders); One DFACS office (which provides specialized assistance to public assistance recipients and limited English-speaking customers); One Goodwill office (which provides specialized services to persons with disabilities and TANF recipients); and the comprehensive One-Stop Center located in Decatur (which is widely recognized throughout the County by many agencies). In addition, the public housing authority and partners providing literacy programs, resettlement services and services to older workers are all well informed of WIA services available to their customers. *In addition to the ongoing relationship with the Drug Court to offer services to formerly incarcerated individuals, DWD has collaborated with private organizations that provide drug rehabilitation and re-entry services.*

The DWD One-Stop Center has a Senior Advocate who provides a variety of services for seasoned workers. The following services are included: customer assessments, job referrals, limited supportive services (transportation-weekly MARTA/Gas card), and referrals to partner agencies that may assist with utilities, pantries and clothing. Referrals are also available for basic computer and Internet classes to help seniors keep skills up-to-date and relevant in today's employment market.



Additionally, all of the Core, Intensive, and Training services offered through the One Stop are also available for eligible older workers.

DeKalb Workforce Development provides information regarding services available through WIA and the One-Stop System at the Lou Walker Senior Center. In addition, DeKalb Workforce Development hosts a semi-annual Partner's Expo for its customers to leverage services offered through other agencies. See the attached Resource Sharing Agreement.

16. Discuss the area's workforce services to businesses, and how business and organized labor representatives on the local Workforce Investment Board contributed to the development of these strategies. Provide a listing of business services available through the area's One-Stop(s), such as planned employer workshops, tax credit assistance, and assessment and screening of potential employees. Additionally, identify your economic development partners and describe the involvement of your economic development community in developing strategies, particularly new economic development and business strategies, including those with a focus on small business, entrepreneurial and self-employment training. (TEGL 12-10)

As previously stated, DeKalb Workforce Development is responsible for coordinating the different workforce services of partner agencies into a seamless system, including the partner agency services to businesses. While some services may have a cost associated with them, most of the services listed below are offered free by partner agencies. Through the coordination of partner agency and business services, DeKalb Workforce Development can facilitate the referral of businesses with specific needs to the appropriate partner agency.

- Intensive applicant screening
- Applicant/Worker Assessment and Evaluation
- Packaging Tax Incentives
- Federal Bonding Assistance
- Specialized Equipment and Programs for persons with special needs
- Translation Services
- Customized Training Programs
- Workplace Literacy Classes
- Assistance with recruitment needs by facilitating access to the One-Stop System program services
- Seminar and Workshop Development

The DeKalb Workforce Investment Board spent considerable time and attention to developing a more focused approach to obtaining necessary information from businesses within the three priority cluster: Health/Medical, Bio Tech/Life Sciences and Logistics. The Business Relations Unit is responsible for developing relationships with the business



community to obtain specific information regarding their current and future workforce needs.

Representatives of labor and business serve on the economic development committee and advise DWD on current job trends. A quarterly "Lunch and Learn" for new and potential employers allow employers to tour the facility, and gain a comprehensive vision of the multiple services the DWD facility provides. Additionally, employers can interact and network with their peers. These sessions allow for the discussion of the needs of the local business community and means to meet those needs. Services are also provided to businesses under the First Source Ordinance, which specifically requires any contractors providing services to DeKalb County to fill 50% of all positions, both skilled and unskilled, with DeKalb County residents. DWD maintains a First Source Register (database) of DeKalb County residents who have completed skills training funded by the Workforce Investment Act, in addition those who are unemployed, under-employed, dislocated workers, veterans, persons with disabilities, older workers and youth that face barriers to employment. Services to employers include job development, recruitment and hiring.

DeKalb Workforce Development approaches every program design with efforts to enhance and improve its E<sup>3</sup> initiative by aligning partnerships. The partnerships begin with working closely with the DeKalb County Office of Economic Development and DeKalb Chamber of Commerce. These efforts necessitate effective communication of projections, forecasting, promoting lifelong learning for high-demand occupations, recruitment, and occupational trends. The key components are to understand business acumen and the employers' bottom line (Return on Investment). DWD works with each customer every step of the way on their employment and training journey. DWD recognizes that when DeKalb's residents are gainfully employed, DeKalb's economy thrives.

To achieve this goal DeKalb Workforce Development's Business Relations Unit works with employers to understand their human capital needs. The Business Relations Unit's (BRU) primary purpose is to bring the appropriate combination of resources and expertise to employers in order to forge strong business relationships. DWD believes this synergy will result in a skilled and qualified labor force.

Key Functions:

- Act as an extension to companies' Human Resources Department.
- Assist with job placement and retention.
- Research industry and occupational data to determine market trend that build a qualified candidate pipeline.
- Provide resources for applicant pre-screening.
- Meet companies' supply and demand for human capital needs.
- Conduct Rapid Response sessions for dislocated workers affected by company closures or relocations.



- Conduct tailored career workshops.
- Conduct customized job fairs and host special "Invitation Only" job fairs exclusively for employers.
- Provide management oversight of support services, such as uniforms, tools, etc.
- Facilitate and coordinate On-the Job Training (OJT) and Work Experience.
- Assist new hires with Supportive Services (i.e., issuance of pre-paid public transportation (MARTA) cards or gas cards).
- Offer customized training programs.

DeKalb Workforce Development utilizes a specialized talent based management system to capture candidate profiles. The system software includes a variety of features that make prescreening, sourcing and communicating with employers and job seekers easy. These features are not only helpful to the customers we serve but to the employers with specific recruiting needs.

DeKalb Workforce Development strategically analyzes the needs of the business customer and accordingly implements the most lucrative talent management plan to select the best person for each job. This is because DeKalb Workforce Development knows that success is powered by the total talent quality of the workforce. Analyst research has proven that organizations using talent management strategies and solutions exhibit higher performance than their direct competitors and the market in general.

DeKalb Workforce Development supports and encourages entrepreneurship. Title I of WIA allows states to provide adults and dislocated workers with occupational skills training, including training for nontraditional employment, and entrepreneurial training [WIA Section 134(d)(4)(D)(vi)]. In partnership with DWIB, DWD programs also are able to make entrepreneurship experiences available to youth. One of the ten required youth program elements is "work experience," and entrepreneurship is an allowable work experience element. Entrepreneurship and small business development have been identified as an important employment option for populations that have barriers to employment. Self-employment may offer individuals with disabilities greater workplace flexibility and income opportunities.

DeKalb Workforce Development also collaborates with Quick Start through Georgia Piedmont Technical College to provide comprehensive services to small businesses and entrepreneurs. As part of Technical College System of Georgia, Quick Start is recognized internationally as one of the most effective and responsive training organizations in the country, possessing considerable experience and expertise in the design, development and delivery of training.



*In the spirit of supporting DeKalb County Small Businesses, DWD has created a Small Business Development Center to assist current and prospective small businesses realize the dream of becoming an entrepreneur. In order for the business owner to accomplish their goal we will provide them with the convenience of an office set-up for meeting and greeting customers, computer accessibility, document management and a variety of other business related services. This service allows the business to establish itself as a viable DeKalb County employer.*

17. The Local Government Services Delivery Act of 1997 defines ways in which jurisdictions will work together to reduce duplication by promoting coordinated service delivery. Discuss any regional service delivery strategies planned within your region. Examples of relevant strategies are uniformity in eligible training providers, or uniformity in maximum allowable training and supportive service amounts.

The Local Workforce Investment Areas within the Metropolitan Atlanta Region (Region 3) have participated in several coordinated efforts to reduce duplication and to minimize confusion that inherently may occur with several workforce areas existing within a single labor market. The Local Workforce Areas have established through a contractual relationship the Atlanta Regional Workforce Board/Atlanta Regional Commission as the single point of contact for vendors interested in applying for inclusion on the State Eligible Providers List. The vendor application process, application review, and approval are discussed earlier in Section V.8. of this Plan. In addition, the Local Workforce Investment Area Workforce Boards have adopted similar maximum allowable training amounts and approved duration of training via their respective Individual Training Account policies.

The DeKalb Workforce Investment Board and the Metro Atlanta Workforce Boards have collaborated on several workforce related projects such as the Innovation Crescent STEM Initiative, Georgia Entertainment and Media Industry Committee, DeKalb Medical Patient Care Technician and Lanier Tech – Lab Tech programs. More recently, DeKalb was awarded a Workforce Innovation Grant in partnership with the Atlanta Regional Commission, City of Atlanta, Cobb County and Fulton County to aid the long-term unemployed. Each of these initiatives has highlighted the success of innovative strategies to meet the needs of customer who need services, and employers in high-demand industries cross service areas.

DeKalb Workforce Development provides a broad spectrum of services to make it attractive for partners to become part of the system. DeKalb County's One Stop staff actively seeks to co-enroll clients with partners and other programs in an effort to leverage funds. The Business Relations Unit also hosts a Community Resources Expo wherein partners are co-located on-site to describe their services to customers and the community. Through this endeavor, DeKalb Workforce Development is



able to ensure that employers and potential participants throughout the County have an opportunity to obtain services.

The long-standing commitment to the disabled population continues with co- location of a Vocational Rehabilitation representative onsite. DeKalb Workforce Development also has a long-term cost sharing agreement with Trade Adjustment Assistance for Dislocated Workers.

18. Discuss how the local area is using various fund sources to develop integrated service strategies for adult customers, especially for TANF, Supplemental Nutrition Assistance Program (SNAP) and other low-income individuals, including the Georgia Fatherhood Program. (TEN 35-09)

Interested job seekers are invited to a WIA information session and then scheduled for individual meetings with a Career Consultant. An Individual Plan is designed for the job-seeker. A variety of WIA Intensive Services are offered to the job seeker to prepare them for training and employment. DeKalb Workforce Development offers information sessions at four locations in DeKalb County.

#### Veteran's Services

DeKalb Workforce Development will strengthen its relationship with the Veteran's Administration and other agencies that provide mental health services and general support to Veterans. DWD regularly collaborates with the Georgia Department of Labor to host Veteran's job fairs. DWD will also collaborate with other partners to provide support services to Veterans. DWD continues to support the Veteran's population by having a Department of Labor representative available onsite weekly.

Career counselors and staff are available to provide eligible veterans with the following services:

- Job readiness assessment, including interviews and testing;
- Development of an Individual Development Plan (IDP);
- Career guidance through group or individual counseling that helps veterans in making training and career decisions;
- Provision of labor market, occupational, and skills transferability information that inform educational, training, and occupational decisions;
- Referral to job banks, job portals, and job openings;
- Referral to employers and registered apprenticeship sponsors;
- Referral to training by WIA-funded or third party service providers; and
- Monthly follow-up by an assigned case manager for up to six months.

#### TANF Customers

The DeKalb Partner Agencies and the Georgia Department of Labor offer a pool of financial resources that create a vast array of services to TANF applicants and recipients. DeKalb's history of agency collaboration and



communication make it possible to access partner resources in a timely and useful manner.

#### Academic Remediation

A key component in the success of TANF recipients is reading, math and language remediation. DeKalb Workforce Development and Georgia Piedmont Technical College have collaborated on an ABE/GED class design, which serves WIA customers preparing for entry into occupation skills classes. This educational component is also available to customers in other WIA-funded programs.

#### Georgia Fatherhood Program

DeKalb Workforce Development hosts monthly WIA Orientations in partnership with the Georgia Fatherhood Program to provide core, intensive, and training services to this adult population to assist them in securing sustainable employment.

19. An important feature of the customer-focused system under WIA is increased options for accessing workforce services. Discuss steps your area is taking to address increased options, such as: alternative access points, self-directed and electronic services, development of resource areas, orientation to services, enhanced reception/greeter functions, or service referral mechanisms for various customer groups at various sites within your system. *What steps has your area taken to ensure the high volume of customers seeking WIA services receive timely services and/or referrals?* Review and incorporate ETA's National Strategic Directions (TEGL 13-06) – "System Reform and an Increased Focus on Workforce Education and Training," as appropriate.

There are five access points where customers can obtain WIA information in DeKalb County, which are located in two GDOL Career Centers, a DFACS office, a Goodwill Office, and the Comprehensive One-Stop Center. A local Resource Sharing Agreement (RSA) has been developed and executed. The RSA includes all mandated WIA partners as well as representatives from the business community. These teams work out details on the local level on referral mechanisms, improving services, sharing client data, building business services, in an effort to provide continuous improvement of timely and seamless services offered at the One-Stops. DWD continues to work closely with each agency to provide efficient and effective customer service.

The WIB is considering ways to increase access for the international community by working with international organizations that will assist with developing alternative access points and/or resource centers, which are multi-lingual, in parts of the County with the largest concentrations of immigrant/refugee populations.

*Online Training is now an option for selected eligible WIA Adults, Dislocated Workers and Youth. DeKalb Workforce Development may approve*



distance learning on a case-by-case basis when the participant meets the conditions and requirements set forth in the Distance Learning policy and the participant appears to have a high possibility for successfully completing the training. An assessment checklist is used for appropriateness. A Distance Learning Request form is used to determine whether the participant has the technology skills and the equipment necessary to successfully complete the required courses and earn a credential leading to employment.

DeKalb Workforce Development orientation videos are available on DWD's website for self-assisted use. The website provides information regarding job fairs, job announcements, career development workshops, GA Work Ready, newsletters, ITA packet and other training related information ([www.dekalbworkforce.org](http://www.dekalbworkforce.org)).

DeKalb Workforce Development has become technologically and "green" driven. DWD has implemented an electronic job board and information and registration kiosk that will enhance efficiency and customer service. This innovative technology is an eco-friendly focus to receive and retain customer information while reaching our "green" goal of going paperless. In addition, it will allow DWD to provide more efficient and resourceful customer services to its customers.

DWD's Mobile Career Center has made services increasingly more accessible to DeKalb residents. The Mobile Career Center is a state-of-the-art, fully accessible, computer lab. The center provides the latest in workforce and job skills development services for little or no cost. An outreach approach is used to assist DeKalb County citizens in finding employment by providing streamlined work ready services. Customers are able to view a video orientation describing the services offered and how to access them. The major features are thirteen (13) computer stations, an employer interview area, high-speed satellite Internet connection, a fully accessible ADA workstation with movable table, auxiliary equipment, and other customized features. Residents are kept apprised of the Center's location schedule and offerings through the County's legal organ, The CrossRoads newspaper. The Center regularly frequents libraries, DFACS offices and other public venues within DeKalb County to foster convenience for DeKalb residents. Between February and June 2012, the Mobile Career Center has helped to assist over 680 customers with employment services and referrals.

20. If the local area has chosen to contract with institutions of higher education and other training providers, please describe plans to increase the availability of training in high-demand occupations to workforce system customers, including the process to be used in selecting service providers under a contract for services, as required per 20 CFR 663.43. What training institutions and industries will be targeted? What steps will be taken to ensure customer choice will not be limited? (TEGL 23-10)



DeKalb Workforce Development works in collaboration with and has contracted the Atlanta Regional Commission to select training providers for its customers. (Refer to question #8 in Section V) As a result, DWD is required by the DeKalb County Purchasing and Contracting Department to have individual contracts with each training provider.

However, for all procurements, the Board agrees to support the decision of the County's Purchasing and Contracting procurement process as voted by the RFP Selection Committee. Notification through media outlets will allow for an expansive list of respondents seeking to provide short-term occupational skills training, On-the-Job (OJT) training, work experience, ITAs, skill upgrading and retraining, job readiness training, adult education/literacy training provided in combination with services above, and customized training. Industry targets are energy, "green jobs", healthcare, education and infrastructure to name a few. Other efforts conducted involve specialized partnership efforts with eligible providers to market in-demand program offerings directly aligned to the Metro-Atlanta labor market and new program development to target these industries. There is no constraint in this process to limit customer choice but it should be noted that occupational training is directly linked to labor market demand and that activities will include all services to eligible candidates, at least 18 years of age, who are residents of DeKalb County, and for adults defined as "low-income" according to the "Six-Month Low Income Guidelines". Participants eligible as Dislocated Workers must either be a resident of DeKalb County or dislocated from a DeKalb County employer. Additionally, a dislocated worker is eligible for services if he/she has been displaced for a timeframe within three (3) years.

21. Discuss how the local area plans to prepare workers for the energy efficiency and renewable energy industries and other green jobs through additional training and certification activities.

DeKalb Workforce Development (DWD) recognizes the transformation taking place in our economy that is largely driven by federal, state and local initiatives towards energy efficiency and alternative energy source development. Buildings are the #1 user of Energy (72%), and CO2 emissions (39%) in the country – ahead of transportation. Green Buildings and Green Building Retrofits have the potential to reduce energy consumption by 50%, water use by 40%, CO2 emissions by 39% and solid waste by 70%. Further studies show that employees in green buildings are healthier, more productive and businesses experience higher rates of recruitment and retention of employees, which is the most costly business operational expense.

The concept of "green" is industry wide in that all occupational fields are transforming in an effort to become more environmentally responsible and thus re-inventing job roles to be more "green". As a result, more opportunities are emerging in the field of healthcare/technology, infrastructure, energy, and education. DWD conducted a detailed market



research study on occupational demand to incorporate and update the ITA Demand Occupations List to align WIA supported training efforts.

To address the need to create Workforce Sustainability Training in DeKalb County, DWD is planning to collaborate with the U.S. Green Building Council-Georgia (USGBC-GA), as a leader in the field of training for green jobs. The training would provide an invaluable benefit to the participants and infuse practices that promotes energy efficiency and environmental sustainability while positively influencing DeKalb's economy.

22. If the area has chosen to allow up to 20% of local WIA Dislocated Worker formula funds for Incumbent Worker Training for purposes of layoff aversion [per the state waiver under WIA Section 189(i)(4)(B)], please describe. If the area does not offer Incumbent Worker Training services, please explain.

When appropriate DWD has and will continue to collaborate with businesses and other organizations for Incumbent Worker Training services. DeKalb Workforce Development's (DWD) core mission in Workforce Investment Act (WIA) training programs, is to provide training and employment services to eligible customers so that they may obtain self-sufficient, sustainable employment. In the current economic climate and to balance the primary mission of WIA programs to serve unemployed workers with the need to allow a certain amount of flexibility for the workforce system to avert layoffs, incumbent worker training (IWT) collaborations have helped employers and individuals tremendously. In partnership with local technical schools and colleges, DeKalb Workforce Development has successfully trained more than 300 DeKalb County Public Safety personnel in customer service and more than 479 DeKalb Medical incumbents and new hires in electronic medical records (EMR) and patient care technician duties. The training resulted in these workers securing and/or maintaining their employment.

23. Discuss the local area's efforts to promote On-the-Job Training (OJT) and Customized Training (CT) in the business community. Has the area chosen to adjust OJT reimbursement or the employer contribution requirement for CT using a sliding scale based on the size of the employer [per the state waiver under WIA Section 189(i)(4)(B)]? If the area does not offer OJT services, Please explain.

DeKalb Workforce Development will expand its current work experience program to include the provision of on-the-job training to its customers. DWD will continue to seek opportunities to provide customized training for local businesses and residents. Through partnerships with companies such as Comcast and through service provider Jewish Family and Career Services, DWD has gained valuable knowledge and experience in providing on-the-job and customized training to its customers. DWD will use the OJT waiver as part of its marketing strategy to attract businesses, particularly small businesses, to the program. This strategy will assist in



*helping small businesses grow while employing the area's unemployed and underemployed populations.*



**CHAPTER 6:  
PERFORMANCE ACCOUNTABILITY**



# **CHAPTER 06**



## VI. Performance Accountability

### 1. Negotiated Performance Levels for PY 2014, Attachment D

#### Adults

- Entered Employment – 88%
- Employment Retention – 88%
- Average Earnings – \$15,000

#### Dislocated Workers

- Entered Employment – 89%
- Employment Retention – 94%
- Average Earnings – \$22,000

#### Youth

- Placement in Employment or Education – 80%
- Attainment of a Degree or Certificate – 65%
- Literacy/Numeracy Gains – 20%

### 2. State Waivers

A participant, service provider, eligible training provider, or the State Workforce Investment Board may request a waiver; however, it is only the Governor that may request a waiver from the Secretary. The waiver request may be for the entire State or for the Local Workforce Investment Areas.

The current State waivers are listed below:

- a) **Adult-Dislocated Worker Transfer Funds** – Waiver to increase the funds transfer limit between the Adult and Dislocated Worker Programs
- b) **Customized Training Employer Contribution** – Waiver of the requirement of a 50% employer match for customized training to permit LWIA to use sliding scale to reduce the match based upon the size of the business
- c) **Local funds for Incumbent Worker Training** – Waiver to permit LWIA to use a portion of the local Adult and Dislocated Workers funds for IWT.
- d) **On-The-Job Training Employer Reimbursement** – Waiver of 50% limit on reimbursement to employers for OJT to permit LWIA to use sliding scale to reduce the match based upon the size of the business or other business factors
- e) **Common Measures** – Waiver to permit implementation of, and reporting only for, the common measures in place of the current WIA measures
- f) **Older and Out-of-School Youth ITA** – Waiver of the prohibition of the use of ITA funds for older and out-of-school youth.

### 3. Describe local strategies for obtaining and using customer feedback to ensure customer satisfaction.



The comprehensive One-Stop surveys customers via the Atlanta Regional Commission at both the core and intensive/training service levels. All WIA access centers in DeKalb County are included in the surveys. This feedback is used in managing service delivery. The One-Stop Operator has regularly scheduled meetings, with front-line managers/partners involved in service delivery, at which time customer feedback can be evaluated. If necessary, changes in service delivery can be implemented. Reports are available to the DWIB and its Executive Committee. *DeKalb Workforce Development has a comprehensive customer service plan for external and internal customers. DeKalb Workforce Development believes in providing 100% Customer Satisfaction to its customers. Additionally, DeKalb Workforce Development has a dedicated computer/kiosk onsite to capture customer feedback. To uphold the integrity of DeKalb County's ONE DeKalb Serves initiative, every DWD employee has a customer feedback link embedded in their email signature.*

4. Describe the board's strategies and process for evaluating the system's progress in meeting the needs of employers and individuals in the community, including how the board is promoting continuous quality improvement of the local system.

One of the Workforce Board's Guiding Principles is "the customers will define quality through their feedback". The One-Stop manager provides quarterly reports to the DWIB or its Executive Committee, which includes customer satisfaction scores for the comprehensive One-Stop Center. The results of the Customer Satisfaction performance measure are shared with the Board as information becomes available. The Customer Satisfaction performance is collected and calculated by the Atlanta Regional Commission Workforce Development staff for the Metro Atlanta Workforce Areas.

The Business Relations Unit Staff meets with the business community to promote services available through the One-Stop System. During the meetings, the Business Relations staff ascertains what assistance the businesses may need and provides information regarding assistance that can be provided through the One-Stop partnership. As services are provided to the respective businesses, the Business Relations Unit Staff follows-up to determine if the company was satisfied with the services provided and if additional assistance is needed. *Economic Development and Business Relations related information is provided to the DWIB and Economic Development & Marketing Committee on a regular basis.*

5. Discuss specific steps the local area has taken to ensure transparency and accountability of all local workforce funding.

*In compliance with the Georgia Open Meetings Act, OCGA 50-14-1, House Bill 393, TEGL 35-10, Conflict of Interest Affidavit, DeKalb County's Open Record Executive Order, and DeKalb County Internal Audit, DeKalb Workforce Development post notices of its upcoming meetings on its*



website and notices are posted in conspicuous places (Resource Center and lobby areas) which are open to the public. In addition, at the end of each calendar year, the DeKalb Workforce Investment Board meeting calendar is posted for the following year in the county's legal organ, The Champion Newspaper, for public notice. Meeting notices include the date, time, and location of the meetings and a statement regarding public notice information... "Public comments must be presented in writing and directed to Sheryl B. C. Stone, Director, DeKalb Workforce Development, and 774 Jordan Lane, Building 4, Decatur, GA 30033. The Director will provide comments to the DeKalb Workforce Investment Board of Directors for consideration and action".

DeKalb Workforce continues to comply with the Georgia Open Meetings Act by posting meeting agendas and notices of meetings at least ten days prior to the Local Board of Directors Meetings. In addition, a summary of the subjects acted on and a listing of the members present will be written and made available to the public for inspection within two business days of the adjournment of the meetings. Copies of the Comprehensive Local Plan, Annual Report, and Notice of Board Meetings are available at customers request by mail, via internet and in person. All Board meeting minutes are made available on DeKalb Workforce Development's website. ([www.dekalbworkforce.org](http://www.dekalbworkforce.org))

6. How does the LWIA execute the common measure wavier?

The Common Measures are intended to align performance and reporting requirements and further integrate service delivery. The staff will benefit from sharing customer success, recognition for collective contributions towards shared goals, opportunities for innovative service integration, aligned goals among partners and increased understanding of program outcomes. In addition, the job seeker will benefit from this united effort to provide quality services.

DWD's Adult and Dislocated Worker programs has remained unchanged under the state's adoption of the common measures. The common measures replicate the current statutory measures with the exception of the Adult/Dislocated Worker Credential and Employment measure, which does not have an equivalent. Although the new measures do not require the attainment of a credential, we will continue to encourage and document post-secondary and occupational training for our adult and dislocated workers. Adherence to the Youth common measures required some program design changes for both our in-school and out-of school youth programs, and include the following:

Attainment of Degree or Certificate

WIA statutory measures have always dictated that the attainment of a credential for both older (credential rate) and younger youth (diploma attainment rate) be a measurable goal of our youth programs. The common measure, Attainment of Degree or Certificate echoes this tenet.



DWD's current program design ties credential attainment with work experience, which motivates youth to seek and obtain training as well as employment. DWD will enrich its current program design by emphasizing the menu of training options available via the state's Eligible Provider List and with the assistance of ITAs for eligible older and out-of-school youth.

#### Placement in Employment or Education

The common measure Placement in Employment or Education allows for greater flexibility in exiting youth with positive outcomes. Younger youth that were previously excluded from the employment measure can now be positively counted, if they are exited to employment, military, post-secondary education or occupational training in the first quarter after exit. Our youth program design has adapted to accommodate youth, whether older or younger, that have decided to pursue employment in addition to or in lieu of training or advanced education. Under this common measure, DWD is able to offer even more options in its program design to all youth, including those that decide to forgo the typical path to employment and opt instead for apprenticeships, non-traditional work experience opportunities or short-term occupational skills training programs, such as those occupations outlined in the Go Build Georgia initiative.

#### Literacy/Numeracy Measure

DWD recognizes that youth that are basic skills deficient may face more challenges as adults in achieving self-sustainability. Out-of-school youth have always been tested for basic skills deficiency as a condition for entry into our youth program. The Literacy Numeracy common measure requires regular testing minimally at one-year increments for those out-of-school youth that continue to be basic skills deficient. In order to accommodate this requirement DWD has implemented a more rigorous testing schedule complimented by weekly remediation classes. This affords the youth more opportunities to enhance their basic skills while meeting the yearly testing requirement set by USDOL.

Go Build Georgia is a public-private partnership in collaboration with the Go Build Georgia Educational Foundation (GBGEF). The GBGEF is organized as a nonprofit corporation under the Georgia Nonprofit Corporations Code and is dedicated to addressing Georgia's skilled labor shortage.

The Georgia Department of Economic Development, Workforce Division established the Go Build Georgia High School Teams. Teams are comprised of educators, counselors, and business leaders within the community.

Go Build Georgia targets high school students who may be struggling to find a path to post-secondary education or training. Youth are introduced to a career path which includes five key industries including manufacturing, industrial construction, energy, telecommunications and transportation.

DWD is in the process of forming a partnership with the DeKalb County School System to identify youth who meet the qualification for the Go Build Georgia project. The youth are grouped in classes and while attending



*school are exposed to career paths. Once a career is identified the youth has the option to participate in work experience, and with the help of DWD, become an apprentice for the proposed career. This partnership encourages youth to stay in school which increases retention and graduation rates for the DeKalb County School System as well as provide a viable career path for the youth.*



**CHAPTER 7:  
EQUAL ACCESS & OPPORTUNITY**



# **CHAPTER 07**



## VII. Equal Access and Opportunity

1. Briefly describe local procedures and staffing to address grievances and complaint resolution.

DeKalb Workforce Development has procedures for handling both complaints and EEO issues. The local procedures for handling grievances are described in *Attachment J, Grievance/Complaint Procedures* and the Equal Opportunity Policy is posted in our comprehensive One-Stop Center. The WIA Equal Opportunity Officer handles all staff responsibilities for grievances and complaint resolution. A Grievance/ Complaint Procedure for youth under age 18 and their parents are made available to these customers.

All customers are provided with written information that details the procedures. *Sandeep Gill, Workforce Development Manager* serves as the official EEO Officer. Customers are requested to put all complaints, regardless of the nature of the complaint, in writing. Failure to communicate in writing does not prevent a customer from having his/her complaint heard. DeKalb Workforce Development considers complaint resolution on an informal basis as good customer service, as most complaints are best handled in this manner. DeKalb Workforce Development's experience has been that the front-line manager and One-Stop operator manager normally handle all complaints to a satisfactory resolution. Occasionally, the senior management of DWD gets involved with complaints, usually because the front-line manager and/or One-Stop operator manager requests assistance. Again, this level of complaint is normally resolved in a satisfactory manner for all parties. If a complaint is still not resolved at this level, the customer must then follow the procedures requiring written communication and the formal process is initiated. The nature of the complaint (i.e., discrimination vs. unhappy over training decision) determines how it will be handled. If it is suspected that EEO issues could be the basis for a complaint and/or if a customer indicates, they will pursue the complaint at a higher level, the Georgia Department of Economic Development, Workforce Division EEO officer is notified so that he/she will be aware of a pending complaint.

2. Describe how the local area is ensuring full accessibility of sites and services. Examples include: an accessibility checklist on which staff have been trained, assistive technology in resource rooms, and ongoing coordination, training and mutual referrals with community rehabilitation providers.

DeKalb One-Stop Center provides full accessibility to its center and services. Staff has received training and written instructions regarding assistive technology in the Resource Rooms. Program information is available through TTY. Vocational Rehabilitation Services of the Georgia Department of Labor is the primary community rehabilitation provider with whom training and mutual referrals are conducted. Members of the Georgia Division of Rehabilitation Services (DRS) and the Rehabilitation



Services Administration of the US Department of Labor, met with DWD staff to do an on-site visit and assessment of the accessibility of services to persons with disabilities. We have improved signage to make it more visible to those who use wheelchairs for access or who are vision impaired. We have two computers with 19-inch monitors and track ball mouse hardware. In addition, Resource Center staff is knowledgeable of Accessibility Option in Microsoft Windows. This allows staff to increase the size of text on regular monitors so that vision-impaired customers are able to use the equipment. *In addition, accessible pedestrian and parking spaces are designated in front of the building. There is a running slopes (wheelchair ramp) to allow accessibility throughout the building.*

*In order to provide services to the largest cross section of people with disabilities, DeKalb One-Stop has purchased and continues to purchase the following equipment:*

- Closed circuit TC magnification screens for One-Stop and two (2) partner locations
- 21-inch monitors for One-Stop and 2 partner locations
- Kensington track ball mouse and key guards to permit greater ease of use for persons with limited manual dexterity
- TTY machines for two (2) partner locations
- Braille signage for the Comprehensive One-Stop Center

DWD staff has a contact person at Vocational Rehabilitation Services to interview customers who may be appropriate for their services. The contact person is also available for staffing customers who may not be referred to a Department of Rehabilitated Services caseload but may need some special services in order to succeed in a training environment.

For customers who need specialized equipment not available at the comprehensive One-Stop Center can be referred to other partnering agencies as appropriate.

3. Describe the local area's policy for ensuring priority of service for covered Persons, e.g., veterans and eligible spouses, how local area service providers ensure priority of service, and how GDOL employment services to veterans are integrated into the local workforce system.

The Jobs for Veterans Act require that priority of service be given to veterans who otherwise meet the eligibility requirements for participation in DOL-funded workforce programs, including WIA.

Partners, employers and veterans are being provided information on the full range of services available to veterans through DWD's Resource Center as well as veteran priority for all federal funded employment and training programs. Veterans are served as either low-income Adults or Dislocated Workers; they are provided the complete compliment of Core and Intensive Services at our Resource Center prior to entering training. Services



to Veterans are coordinated with the Georgia Department of Labor/Veterans Administration liaison that is staffed at the Center to assist with various job search related needs. We will support and participate in any region wide meetings *that will provide greater understanding of the resources for Veterans*. The One-Stop Center has devised procedures through which Veterans are identified as quickly as possible whenever they seek One-Stop services. When funds are limited, of those applicants already in the "application pipeline", Veterans will receive priority for remaining funds as long as they meet the usual program and training requirements.

In addition, the website for DWD will include a section on priority for service, which will identify veterans as a priority (See section for Priority of Services for Veterans). Should additional guidance from the State or Federal level be forthcoming, it will be incorporated as required.

The GDOL Career Centers in DeKalb County have veterans' services representatives on staff. These representatives can make direct referrals to WIA or can schedule the customer to attend a WIA orientation session conducted at the Career Center. *DWD will strengthen its relationship with the Veteran's Administration and other agencies that provide mental health services and general support to Veterans.*

4. Describe the area's efforts to address the needs of customers with Limited English Proficiency (LEP). Key elements include staff, technology and availability of materials in languages prevalent in the area.

To address the needs of customers with limited English proficiency, information brochures and posters regarding DWD's program and services are available in Spanish. Brochures and other information regarding WIA services will be included on our website.

The One-Stop Center Staff actively utilizes a language identification card to assist customers with various languages. DeKalb County has a multi-lingual directory that is accessible by the staff of the comprehensive One-Stop Center. Most languages spoken in the County can be addressed with the multi-lingual directory assistance. Customers with severe language deficiencies usually have an advocate from a resettlement agency that accompanies them to the Center. Training services will be limited for this population as the majority of schools on the EPL are English-only classes. DeKalb County has a very active immigrant/refugee community that has access to state-funded employment programs through the resettlement agencies. Frequently, the non-English speaking customers are served through another agency.

However, DWD has diverse multi-lingual staff — Spanish, Vietnamese, Korean and Indian. In addition, some of the WIA informational material has been translated into Spanish with translations into other languages planned for the future, if needed. Partnering agencies also house ESL classes.



Availability of literature in other languages is a feature in the Resource Library.

The One Stop Center has partnering relationships with the Latin American Association, the Latin Chamber of Commerce, and Pan Asian which helps in establishing employment opportunities for job referrals from these agencies. Departmental liaisons are present to meet the needs of the job seekers being referred from the above-mentioned agencies. The website <http://www.altavista.com> has a feature that allows communication in a variety of languages so that the job seeker.

5. Where applicable, describe how *outreach and recruitment services to Migrant and Seasonal Farm workers (MSFWs)* are integrated into the local workforce system. *Additionally, discuss any specific local or regional service strategies for working collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by migrant and seasonal farm workers, and to ensure they are being identified as a critical pipeline of workers (TEGL 17-10).*

*Migrant and seasonal farm workers are not native to this area in terms of service requests. Should DWD need to service this population the need would be met in coordination with the Governor's Office of Workforce Development.*



**CHAPTER 8:  
PLAN ATTACHMENTS**

# CHAPTER 08





# CHAPTER 8

**This section includes the Local Plan attachments**

**ATTACHMENT A: AREA SITES & SERVICES**

**ATTACHMENT B: MEMORANDUM OF UNDERSTANDING, RESOURCE SHARING AGREEMENT, AND CHIEF LOCAL ELECTED OFFICIAL AGREEMENT**

**ATTACHMENT C: ONE STOP COMPREHENSIVE BUSINESS PLAN**

**ATTACHMENT D: PY 2014 PERFORMANCE TARGETS**

**ATTACHMENT E: DEMAND OCCUPATION LIST**

**ATTACHMENT F: PRIORITY OF SERVICES POLICY – LIMITED FUNDING**

**ATTACHMENT G: VETERAN'S PRIORITY OF SERVICES POLICY**

**ATTACHMENT H: SUPPORTIVE SERVICES POLICY**

**ATTACHMENT I: INDIVIDUAL TRAINING ACCOUNT POLICY**

**ATTACHMENT J: GRIEVANCE AND COMPLAINT POLICY**

**ATTACHMENT K: COST ALLOCATION PLAN**

**ATTACHMENT L: DEKALB COUNTY AREA LABOR PROFILE**



## Attachment A

### Area Sites and Services

List the name, address and phone number of each comprehensive WIA service site. For each comprehensive **One-Stop** site, specify the lead partner or One-Stop operator in **bold type**, followed by the other partners that provide services at that site. In the third column, indicate the major services (e.g., career counseling, assistance with training, vocational rehabilitation, UI, employment services, etc.) provided at the site by the partners specified in the second column. Add rows for additional sites as needed.

Comprehensive Service Sites	Lead Partner, One-Stop Center Operator, Other Partner	Major Services Provided by Each Partner
<b>DeKalb Workforce Development</b> 774 Jordan Lane, Bldg #4 Decatur, GA 30033 (404) 687-3400 <a href="http://www.dekalbworkforce.org">www.dekalbworkforce.org</a>	<b>DeKalb Workforce Development</b>	Core Services, Transportation, Training, Job Search, Career Information, Career Development and Counseling, Labor Market Information
	Georgia Department of Labor	Intensive Services-Assessments, Career Counseling, Labor market Information, Initial Assessment.
	Georgia Piedmont Technical College	Training-Referral to ITA, On-the-Job Training
	Dept of Family & Children Services	Access to Supportive Services Case Management and Follow-Up Labor Exchange, TANF and Food Stamps
	Jewish Family & Career Services	Title V Older Worker Program Job Readiness Training, On-the-job Training and access to other E&T programs
	Partnership for Community Action, Inc.	Adult Education/GED, Various Workshops, Utility assistance provided if funds are available.
	Housing Authority of DeKalb County	Housing Assistance
<b>Job Source Center</b> 178 Sams Street Decatur, GA 30030 (404) 370-5302	<b>DeKalb County Department of Family and Children Services</b>	Job Search Activities
<b>DeKalb Career Center</b> 3879 Covington Highway Decatur, GA 30032	<b>Georgia Department of Labor</b> Vocational Rehabilitation	Labor Market Information Job Search Related Activities
<b>Career Services</b> 1295 Columbia Drive Decatur, GA 30032 (404) 728-8605	<b>Goodwill of North Georgia, Inc.</b>	Labor Market Information Job Search Related Activities
<b>Atlanta North Metro Career Center</b> 2943 N. Druid Hills Road Atlanta, GA 30359 (404) 6795200	<b>Georgia Department of Labor</b> Vocational Rehabilitation	Unemployment Claims Reemployment Services Job Search Activities Information and Referral
<b>Job Corp</b> 774 Jordan Lane, Bldg #4 Decatur, GA 30033	Job Corps	GED, Housing Assistance, Youth Development (ages 16-24), Job Search, resolution of criminal history.



**MEMORANDUM OF UNDERSTANDING**  
**BETWEEN**  
**DEKALB WORKFORCE INVESTMENT BOARD**  
**AND**  
**DEKALB WORKFORCE DEVELOPMENT**

This Memorandum of Understanding ("MOU") made this January 1, 2013 between DeKalb Workforce Investment Board as hereinafter referred to as "DWIB" and DeKalb Workforce Development as hereinafter referred to as "DWD."

**I. PURPOSE**

The purpose of this Memorandum of Understanding (MOU) is to establish an agreement concerning the services to be performed by DeKalb Workforce Development as the One-Stop Operator. DWD One-Stop Operator will oversee and coordinate the day-to-day operations of DeKalb Workforce Development One-Stop. DWD One-Stop Operator will serve as a catalyst to develop and maintain a consortium of partner collaborative network of organizations that provide employment, training, and human resource services to individuals and businesses. These organizations, also referred to as partners, share program resources and contribute to the on-going operations of DeKalb Workforce Development as outlined in the Resource Sharing Agreements and Memorandum of Understanding. Partner organizations include DeKalb County Chamber of Commerce, Housing Authority of DeKalb County, DeKalb Family and Children Services, Georgia Piedmont Technical College, Georgia Perimeter College, Georgia Department of Labor, DeKalb Vocational Rehabilitation, Goodwill of North Georgia, Inc., Jewish Family & Career Services, and Partnership for Community Action, Inc.

**II. DEFINITIONS**

As for purposes of this MOU, the following definitions are stated:

"WIA" shall mean Workforce Investment Act.

"DWD" shall mean the DeKalb Workforce Development, the administrator of workforce development programs for DeKalb County.

"One-Stop" shall mean (DeKalb Workforce Development One-Stop), headquarters located at (774 Jordan Lane, Building 4, Decatur Georgia 30033).

"DWIB" shall mean DeKalb Workforce Investment Board.

**III. RESPONSIBILITIES**



The responsibilities of the DeKalb Workforce Development will be to oversee and coordinate daily activities of the workforce development system as it relates to employment, training, and other human resources that contribute to the on-going operations of the One-Stop.

#### **IV. COORDINATION OF PROGRAM STAFF DEVELOPMENT AND TRAINING**

The DWD shall implement a continuous improvement plan regularly assesses the program in all areas of program design and service delivery, and shall coordinate the delivery of such training and development services and/or activities through seminars, workshops and other appropriate interventions.

#### **V. PARTNER SERVICES**

In coordination with Partners, DWD shall provide referral assistance to individual needs of participants.

#### **VI. REPORTING**

DWD agrees to jointly provide a bi-monthly status report on the progress and outcomes of the work – experience. To accomplish this task, DWD shall coordinate with DWD representatives and program partners to gather information. It is understood by DWD that such report shall be incorporated into an overall report to United States Department of Labor and the Georgia Labor Department to meet pertinent reporting requirements and requests. The report should include the following:

- (1) Number of DWD participants enrolled in the program
- (2) Number of DWD participants receiving work-experience training
- (3) Fiscal tracking and accrual costs
- (4) Number of DWD participants who received ITA's
- (5) Number of DWD participants who received supportive services

#### **VII. MEET AND CONFER**

DWD – One-Stop Operator and its One-Stop partners will meet and confer once a month on the last Thursday of each month at 774 Jordan Lane, Building 4, Decatur, Georgia, this is the location of the DeKalb Workforce Development and the One-Stop.

#### **VIII. GENERAL PROVISIONS**

- a. **Term.** This MOU shall be effective upon execution and will remain enforce until the parties dissolve it in writing.



- b. **Compliance.** This MOU shall only be enforced to the extent that it is consistent with the laws of the State of Georgia and the United States.
- c. **Indemnification.** This MOU shall, jointly and severally, indemnify and hold harmless (your agency's name) and DWD, and their offices, directors, partners, agents, employees from and against all fines, suits, liabilities, proceedings, claims, and damages associated with the pilot demonstration.
- d. **Amendment.** Amendments, as it relates, to Resource Sharing Agreements (RSA) and Memorandum of Understanding (MOU) should be submitted, in writing, to the One Stop Center manager within 30 days prior to the effective date(s) of any alteration of the terms of the original Resource Sharing Agreement and/or Memorandum of Understanding. The amendments will be applied to the master Resource Sharing Agreement and/ or Memorandum of Understanding. A new signature will not be required for the master Resource Sharing and/or Memorandum of Understanding, since the amendment(s) that are submitted will have the signature of the one in authority such as Director, Deputy Director, or someone that has been designated by the entity to authorize any changes or alterations to the original copies of the Resource Sharing Agreement and/or Memorandum Understanding with the approval of the Director of the said entity(s) or someone with the authority to make amendments for the entity.
- e. **E-Verification.** Effective July 1, 2007, "public employers" and contractors and subcontractors of public employers are subject to the Georgia Security and Immigration Compliance Act of 2006 (OCGA 13-10-90 et seq.), which requires public employers, their contractors and subcontractors to verify newly hired employees' work eligibility through an electronic federal work authorization program known as E-Verify. The contractor and subcontractor affidavits are included in the RSA (Section II, N. and O.).
- f. **Termination.** This MOU may be terminated upon mutual consent in writing.

(Original Signature on File)

Sadie Dennard      Date  
DWIB – Chairperson

(Original Signature on File)

Alexis Millen      Date  
One-Stop Supervisor

(Original Signature on File)

Sheryl B. C. Stone      Date  
Director, DeKalb Workforce Development



# **Resource Sharing Agreement**

To operate

## ***DeKalb Workforce Development One-Stop***

A One-Stop Workforce Development System Serving DeKalb County, Georgia



**Resource Sharing Agreement**  
To operate  
***DeKalb Workforce Development One-Stop***

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**Resource Sharing Agreement**  
To operate  
***DeKalb Workforce Development One-Stop***

**I. Parties**

This Resource Sharing Agreement (hereafter called the Agreement) is entered into between the DeKalb Workforce Investment Board (DWIB), the DeKalb Workforce Development, and the following organizations (hereafter called Partners), operating under the name *DeKalb Workforce Development One-Stop*:

DeKalb Chamber of Commerce, Inc. (COC)  
DeKalb County Department of Family and Children Services (DFCS)  
DeKalb County Office of Economic Development (OED)  
DeKalb County Workforce Development Department (DWD)  
Decatur Housing Authority (DHA)  
Georgia Piedmont Technical College (GPTC)  
Georgia Department of Labor/Covington Highway (GDOL)  
Georgia Vocational Rehabilitation Agency (GVRA)  
Georgia Perimeter College (GPC)  
Goodwill of North Georgia, Inc. (GNG)  
Jewish Family & Career Services, Inc. (JF&CS)  
CHP International Inc/Georgia Job Corps OA/CTS, LLC  
Partnership for Community Action, Inc. (PCA)

This Agreement specifies the programmatic and financial commitments being made by the Partners for the operation of *DeKalb Workforce Development One-Stop*. When appropriate, a Memorandum of Understanding (MOU) will be executed and become part of this Agreement by reference. MOUs will be executed for special projects and provisions not included in the RSA. It is understood by the Partners that this Agreement is not a contract; it does not legally obligate the Partners to the commitments described herein. Rather, this Agreement expresses good faith and intentions of each Partner to participate in and contribute to the program.



## **II. Resource Sharing Program Provisions**

### **A. DeKalb Chamber of Commerce**

The DeKalb County Chamber of Commerce agrees to participate with *DeKalb Workforce Development One-Stop* in the following programmatic ways:

- a. Include the *DeKalb Workforce Development One-Stop* Operator and appropriate Partners in workforce-related activities that may be undertaken as a part of the overall mission of the DeKalb Chamber of Commerce.
- b. Add *DeKalb Workforce Development One-Stop* to the Chamber's mailing list, and as appropriate, include reference to or articles about *DeKalb Workforce Development One-Stop* in the Chamber's newsletter, website and other communications.
- c. Utilize the combined capacity of the *DeKalb Workforce Development One-Stop* partner agencies whenever the need for specialized training, education or employment expertise is indicated by members of the DeKalb Chamber of Commerce or by other existing or potential employers in DeKalb County.
- d. Encourage ongoing relationships between *DeKalb Workforce Development One-Stop* and area employers on a continuing basis.
- e. Participate actively with the *DeKalb Workforce Development One-Stop* Operator in developing new programs or improving existing programs, to best serve the needs of DeKalb Chamber of Commerce members or other employers.
- f. Provide a representative to serve on the DeKalb Workforce Investment Board.



**General Provisions:**

- a. **Term** This agreement becomes effective July 1, 2013 irrespective of signature dates, and remains in effect until terminated by the repeal of the Workforce Investment Act of 1998 (WIA) or in accordance with this section. Inclusive of additions and terminations of RSA Partners (should the signatory become disassociated with the entity, the agreement remains valid until a written notice of withdrawal is received).

Reference to funds identified in support of this Resource Sharing Agreement is contingent upon receipt of those funds by the partners. Any partner may withdraw from this agreement in the event that funding is either eliminated or reduced such that the partner can no longer continue its participation in this agreement. Such withdrawal shall be effective upon written notification to the One-Stop Manager and/or Director of the lack of funding, or upon the vacating of the premises by the partner, whichever is later.

Any partner may withdraw from this agreement at any time by giving written notice of their withdrawal to the One-Stop Manager and/or Director at least 30 calendar days prior to the effective date of withdrawal. Upon the withdrawal of any partner, any continuing costs associated with this agreement shall be reallocated by the One-Stop Manager and/or Director among the remaining partners, this agreement shall be modified in writing accordingly.

Should any party in the agreement withdraw, the agreement remains in effect with respect to the remaining parties.

- b. **Amendment** Amendment(s), as it relates, to the Resource Sharing Agreement (RSA) and/or Memorandum of Understanding (MOU) should be submitted, in writing, to the One-Stop Center manager within 30 days prior to the effective date(s) of any alteration(s) of the terms of the original Resource Sharing Agreement and/or Memorandum of Understanding. The amendment(s) will be applied to the master Resource Sharing Agreement and/or Memorandum of Understanding. A new signature will not be required for the master Resource Sharing Agreement and/or Memorandum of Understanding, since the amendment(s) that are submitted will have the signature of the one in authority such as Director, Deputy Director, or someone that has been designated by the entity(s) to authorize any changes or alterations to the original copies of the Resource Sharing Agreement and/or



Memorandum of Understanding with the approval of the Director of the said entity(s) or someone with the authority to make amendment(s) for the entity(s).

- c. **New Partners** After signing the RSA, new partners will be approved by a vote of current partners. Partners present at any meeting will constitute a quorum for the transaction of business.
- d. **Termination** This RSA may be terminated upon mutual consent in writing.
- e. **E-Verification** Effective July 1, 2007, "public employers" and contractors and subcontractors of public employers are subject to the Georgia Security and Immigration Compliance Act of 2006 (OCGA 13-10-90 et seq.), which requires public employers, their contractors and subcontractors to verify newly hired employees' work eligibility through an electronic federal work authorization program known as E-Verify. The contractor and subcontractor affidavits are included in the RSA (Section II, N. and O.).



**B. DeKalb Department of Family and Children Services**

The DeKalb County Department of Family and Children Services (DFCS) agree to participate in *DeKalb Workforce Development One-Stop* in the following programmatic ways:

- a. Provide consultation and other assistance to *DeKalb Workforce Development One-Stop* to develop effective and comprehensive supportive services procedures within the entire system, and to develop effective solutions to the problems of child care, transportation, housing and other barriers to training and/or employment.
- b. Refer customers who indicate the need for special services, offered by *DeKalb Workforce Development One-Stop* at 774 Jordan Lane, Bldg #4, Decatur, Georgia, and co-located sites locations and/or partner agencies, such as introductory computer and internet training, micro-enterprise programs, *job search seminars*, resume writing seminars, financial literacy programs, and etc., utilizing the *DeKalb Workforce Development One-Stop* Partner Referral Passport.
- c. Provide *Assisted Technology Equipment* for job seekers with disabilities and coordinate services for such persons with Georgia Vocational Rehabilitation Agency and *DeKalb Workforce Development One-Stop* as necessary.
- d. Provide a representative to serve on the DeKalb Workforce Investment Board.

**General Provisions:**

**Term** This agreement becomes effective July 1, 2013 irrespective of signature dates, and remains in effect until terminated by the repeal of the Workforce Investment Act of 1998 (WIA) or in accordance with this section. Inclusive of additions and terminations of RSA Partners (should the signatory become disassociated with the entity, the agreement remains valid until a written notice of withdrawal is received).

Reference to funds identified in support of this Resource Sharing Agreement is contingent upon receipt of those funds by the partners. Any partner may withdraw from this agreement in the event that funding is either eliminated or reduced such that the partner can no longer continue its participation in this agreement. Such withdrawal shall be effective upon written notification to the One-Stop Manager



and/or Director of the lack of funding, or upon the vacating of the premises by the partner, whichever is later.

Any partner may withdraw from this agreement at any time by giving written notice of their withdrawal to the One-Stop Manager and/or Director at least 30 calendar days prior to the effective date of withdrawal. Upon the withdrawal of any partner, any continuing costs associated with this agreement shall be reallocated by the One-Stop Manager and/or among the remaining partners, this agreement shall be modified in writing accordingly.

Should any party in the agreement withdraw, the agreement remains in effect with respect to the remaining parties.

**Amendment** Amendment(s), as it relates, to the Resource Sharing Agreement (RSA) and/or Memorandum of Understanding (MOU) should be submitted, in writing, to the One-Stop manager within 30 days prior to the effective date(s) of any alteration(s) of the terms of the original Resource Sharing Agreement and/or Memorandum of Understanding. The amendment(s) will be applied to the master Resource Sharing Agreement and/or Memorandum of Understanding. A new signature will not be required for the master Resource Sharing Agreement and/or Memorandum of Understanding, since the amendment(s) that are submitted will have the signature of the one in authority such as Director, Deputy Director, or someone that has been designated by the entity(s) to authorize any changes or alteration(s) to the original copies of the Resource Sharing Agreement and/or Memorandum Understanding with the approval of the Director of the said entity(s) or someone with the authority to make amendment(s) for the entity(s).

**New Partners** After signing the RSA, new partners will be approved by a vote of current partners. Partners present at any meeting will constitute a quorum for the transaction of business.

**Termination** This RSA may be terminated upon mutual consent in writing.

**E-Verification** Effective July 1, 2007, "public employers" and contractors and subcontractors of public employers are subject to the Georgia Security and Immigration Compliance Act of 2006 (OCGA 13-10-90 et seq.), which requires public employers, their contractors and sub contractors to verify newly hired employees' work eligibility through an electronic federal work authorization program known as E-Verify. The contractor and subcontractor affidavits are included in the RSA (Section II, N. and O.).



**C. DeKalb County Office of Economic Development (OED)**

DeKalb County Office of Economic Development (OED) agrees to participate with DeKalb Workforce Development One-Stop in the following programmatic ways:

Include the DeKalb Workforce Development One-Stop and appropriate Partners in all workforce development activities that may be undertaken as a part of the overall mission of the DeKalb County Office of Economic Development.

DeKalb County Office of Economic Development will notify DeKalb Workforce Development One-Stop frequently of "Landed projects" (secured and located in DeKalb County). These Landed Projects can be new businesses or business expansions under the DeKalb Workforce Development E<sup>3</sup> (economic development, education and employment) initiative.

Add DeKalb Workforce Development One-Stop to OED's mailing list, and include reference to articles about DeKalb Workforce Development as appropriate, in OED's newsletter, website and other communications.

- 1) Add DeKalb Workforce Development One-Stop web link to OED's web page.
- 2) Include information regarding DeKalb Workforce Development One-Stop in the OED's Toolbox resource document.
- 3) Make available DeKalb Workforce Development One-Stop information packets/materials at County sponsored events where Economic Development materials are shared, i.e., at County Town Hall meetings and invite DeKalb Workforce Development to appropriate meetings.

Utilize the combined capacity of DeKalb Workforce Development One-Stop Partner agencies whenever the need for specialized training, education or employment expertise is indicated by existing or potential employers in DeKalb County.

- 1) DeKalb County Office of Economic Development will refer businesses with recruitment, training, educational needs to DeKalb Workforce Development One-Stop. DeKalb Workforce Development One-Stop will complete a needs analysis and/or direct the business to the appropriate Partner agency(s).



- 2) DeKalb County Office of Economic Development will refer businesses facing lay-offs/displaced workers to DeKalb Workforce Development One-Stop for training and career counseling, etc.

Encourage continuous relationships between DeKalb Workforce Development One-Stop and area employers on a continuous basis.

- 1) DeKalb County Office of Economic Development will conduct quarterly follow-up/status meetings with DeKalb Workforce Development to measure and monitor progress of the workforce interaction with landed projects.

Participate actively with the DeKalb Workforce Development in developing new programs or improving existing programs to best serve the needs of DeKalb employers.

DeKalb County Office of Economic Development will extend an in-kind contribution, to DeKalb Workforce Development One-Stop, for use of the department's conference room, when available.

DeKalb County Office of Economic Development will participate in in-kind staff training sessions designed to inform all *DeKalb Workforce Development One-Stop* staff about Partner programs and services. Provide the *DeKalb Workforce Development One-Stop* operator with printed materials (flyers, brochures, booklets, etc.) that describe DeKalb County Office of Economic Development's services and programs so that these can be distributed, as appropriate, to Business Services, employers and throughout the *DeKalb Workforce Development One-Stop*.

Provide a representative to serve on the DeKalb Workforce Investment Board.



**General Provisions:**

**Term** This agreement becomes effective July 1, 2013 irrespective of signature dates, and remains in effect until terminated by the repeal of the Workforce Investment Act of 1998 (WIA) or in accordance with this section. Inclusive of additions and terminations of RSA Partners (should the signatory become disassociated with the entity, the agreement remains valid until a written notice of withdrawal is received).

Reference to funds identified in support of this Resource Sharing Agreement is contingent upon receipt of those funds by the partners. Any partner may withdraw from this agreement in the event that funding is either eliminated or reduced such that the partner can no longer continue its participation in this agreement. Such withdrawal shall be effective upon written notification to the One-Stop Manager and/or Director of the lack of funding, or upon the vacating of the premises by the partner, whichever is later.

Any partner may withdraw from this agreement at any time by giving written notice of their withdrawal to the One-Stop Manager and/or Director at least 30 calendar days prior to the effective date of withdrawal. Upon the withdrawal of any partner, any continuing costs associated with this agreement shall be reallocated by the One-Stop Manager and/or among the remaining partners, this agreement shall be modified in writing accordingly.

Should any party in the agreement withdraw, the agreement remains in effect with respect to the remaining parties.

**Amendment** Amendment(s), as it relates, to the Resource Sharing Agreement (RSA) and/or Memorandum of Understanding (MOU) should be submitted, in writing, to the One-Stop Center manager within 30 days prior to the effective date(s) of any alteration(s) of the terms of the original Resource Sharing Agreement and/or Memorandum of Understanding. The amendment(s) will be applied to the master Resource Sharing Agreement and/or Memorandum of Understanding. A new signature will not be required for the master Resource Sharing Agreement and/or Memorandum of Understanding, since the amendment(s) that are submitted will have the signature of the one in authority such as Director, Deputy Director, or someone that has been designated by the entity(s) to authorize any changes or alteration(s) to the original copies of the Resource Sharing Agreement and/or Memorandum of Understanding with the approval of the Director of the



said entity(s) or someone with the authority to make amendment(s) for the entity(s).

**New Partners** After signing the RSA dated July 1, 2011 through June 30, 2013 new partners will be approved by a vote of current partners. Partners present at any meeting will constitute a quorum for the transaction of business.

**Termination** This RSA may be terminated upon mutual consent in writing.

**E-Verification** Effective July 1, 2007, "public employers" and contractors and subcontractors of public employers are subject to the Georgia Security and Immigration Compliance Act of 2006 (OCGA 13-10-90 et seq.), which requires public employers, their contractors and sub contractors to verify newly hired employees' work eligibility through an electronic federal work authorization program known as E-Verify. The contractor and subcontractor affidavits are included in the RSA (Section II, N. and O.).



**D. DeKalb Workforce Development**

DeKalb Workforce Development (DWD) agrees to participate in *DeKalb Workforce One-Stop* in the following programmatic ways:

- a. Provide space and equipment for the resource room, and for the provision of core, intensive and training services at the DeKalb Workforce Development One-Stop located at 774 Jordan Lane, Bldg #4, Decatur, Georgia. Whenever possible, DeKalb Workforce Development One-Stop Partners who have personnel assigned to the One-Stop, or who operate programs in the One-Stop, will be expected to reimburse DWD for the cost of the space devoted to those personnel or programs.
- b. Provide eighteen (18) professional staff members to maintain daily operations of DeKalb Workforce Development One-Stop. They are: (1) resource manager, (1) employment training analyst, (2) workforce assistants, (2) senior office assistants, (2) receptionist, (1) Apprentice I and (2) security officers. In addition, for intensive core and training services: (1) an employment and training manager, (3) career consultants, and (3) employment training analysts.
- c. Establish and maintain linkages between the DeKalb Workforce Development One-Stop Operator and other programs that are designed to provide "temporary assistance for needy families" (TANF) and youth.
- d. Provide appropriate levels of professional and support staff from other funded programs to assist the DeKalb Workforce Development One-Stop in providing employment and training support to the persons in need of these programs.



**General Provisions:**

**Term** This agreement becomes effective July 1, 2013 irrespective of signature dates, and remains in effect until terminated by the repeal of the Workforce Investment Act of 1998 (WIA) or in accordance with this section. Inclusive of additions and terminations of RSA Partners (should the signatory become disassociated with the entity, the agreement remains valid until a written notice of withdrawal is received).

Reference to funds identified in support of this Resource Sharing Agreement is contingent upon receipt of those funds by the partners. Any partner may withdraw from this agreement in the event that funding is either eliminated or reduced such that the partner can no longer continue its participation in this agreement. Such withdrawal shall be effective upon written notification to the One-Stop Manager and/or Director of the lack of funding, or upon the vacating of the premises by the partner, whichever is later.

Any partner may withdraw from this agreement at any time by giving written notice of their withdrawal to the One-Stop Manager and/or Director at least 30 calendar days prior to the effective date of withdrawal. Upon the withdrawal of any partner, any continuing costs associated with this agreement shall be reallocated by the One-Stop Manager and/or among the remaining partners, this agreement shall be modified in writing accordingly.

Should any party in the agreement withdraw, the agreement remains in effect with respect to the remaining parties.

**Amendment** Amendment(s), as it relates, to the Resource Sharing Agreement (RSA) and/or Memorandum of Understanding (MOU) should be submitted, in writing, to the One-Stop manager within 30 days prior to the effective date(s) of any alteration(s) of the terms of the original Resource Sharing Agreement and/or Memorandum of Understanding. The amendment(s) will be applied to the master Resource Sharing Agreement and/or Memorandum of Understanding. A new signature will not be required for the master Resource Sharing Agreement and/or Memorandum of Understanding, since the amendment(s) that are submitted will have the signature of the one in authority such as Director, Deputy Director, or someone that has been designated by the entity(s) to authorize any changes or alteration(s) to the original copies of the Resource Sharing Agreement and/or Memorandum Understanding with the approval of the Director of the



said entity(s) or someone with the authority to make amendment(s) for the entity(s).

**New Partners** After signing the RSA, new partners will be approved by a vote of current partners. Partners present at any meeting will constitute a quorum for the transaction of business.

**Termination** This RSA may be terminated upon mutual consent in writing.

**E-Verification** Effective July 1, 2007, “public employers” and contractors and subcontractors of public employers are subject to the Georgia Security and Immigration Compliance Act of 2006 (OCGA 13-10-90 et seq.), which requires public employers, their contractors and sub contractors to verify newly hired employees’ work eligibility through an electronic federal work authorization program known as E-Verify. The contractor and subcontractor affidavits are included in the RSA (Section II, N. and O.).



### **E. Decatur Housing Authority**

The Decatur Housing Authority (HADC) agrees to participate in *DeKalb Workforce Development One-Stop* in the following programmatic ways:

- a. Provide space for workshops, seminars and other training and educational opportunities in DHA sites on an as needed basis.
- b. To the extent feasible, identify customers who indicate the need for intensive services and/or special services offered by DeKalb Workforce Development One-Stop on Jordan Lane, co-located sites and/or partner agencies, and refer those customers for services, such as introductory computers training, micro-enterprise programs, job search seminars, resume writing seminars, financial literacy programs, Dress-for-Success programs and etc., utilizing the *DeKalb Workforce Development One-Stop* Partner Referral Passport.
- c. The Decatur Housing Authority will participate in in-service staff training sessions designed to inform all *DeKalb Workforce Development One-Stop* staff about Partner programs and services. Provide the *DeKalb Workforce Development One-Stop* operator with printed materials (flyers, brochures, booklets, etc) that describe Decatur Housing Authority services and programs so that they can be distributed on an ongoing basis throughout the *DeKalb Workforce Development One-Stop* system.
- d. Provide a representative to serve on the DeKalb Workforce Investment Board.

### **General Provisions:**

**Term** This agreement becomes effective July 1, 2013 irrespective of signature dates, and remains in effect until terminated by the repeal of the Workforce Investment Act of 1998 (WIA) or in accordance with this section. Inclusive of additions and terminations of RSA Partners (should the signatory become disassociated with the entity, the agreement remains valid until a written notice of withdrawal is received).



Reference to funds identified in support of this Resource Sharing Agreement is contingent upon receipt of those funds by the partners. Any partner may withdraw from this agreement in the event that funding is either eliminated or reduced such that the partner can no longer continue its participation in this agreement. Such withdrawal shall be effective upon written notification to the One-Stop Manager and/or Director of the lack of funding, or upon the vacating of the premises by the partner, whichever is later.

Any partner may withdraw from this agreement at any time by giving written notice of their withdrawal to the One-Stop Manager and/or Director at least 30 calendar days prior to the effective date of withdrawal. Upon the withdrawal of any partner, any continuing costs associated with this agreement shall be reallocated by the One-Stop Manager and/or among the remaining partners, this agreement shall be modified in writing accordingly.

Should any party in the agreement withdraw, the agreement remains in effect with respect to the remaining parties.

**Confidentiality** In order to protect privacy, access to information/records, that are considered confidential, shall be permitted only on a need-to-know basis and limited to the minimum amount of confidential information necessary to accomplish the intended purpose of the use, disclosure or request. All specific client information requests shall include a release of information form signed by client.

**Amendment** Amendment(s), as it relates to the Resource Sharing Agreement (RSA) and/or Memorandum of Understanding (MOU) should be submitted, in writing, to the One-Stop manager, within 30 days, prior to the effective date(s) or any alteration(s) of the terms of the original Resource Sharing Agreement and/or Memorandum of Understanding. The amendment(s) will be applied to the master Resource Sharing Agreement and/or Memorandum of Understanding. A new signature will not be required for the master Resource Sharing Agreement and/or Memorandum of Understanding, since the amendment(s) that are submitted will have the signature of the one in authority such as Director, Deputy Director, or someone that has been designated by the entity(s) to authorize any changes or alteration(s) to the original copies of the Resource Sharing Agreement and/or Memorandum Understanding with the approval of the Director of the said entity(s) or someone with the authority to make amendment(s) for the entity(s).



**New Partners** After signing the RSA new partners will be approved by a vote of current partners. Partners present at any meeting will constitute a quorum for the transaction of business.

**Termination** This RSA may be terminated upon mutual consent in writing.

**E-Verification** Effective July 1, 2007, "public employers" and contractors and subcontractors of public employers are subject to the Georgia Security and Immigration Compliance Act of 2006 (OCGA 13-10-90 et seq.), which requires public employers, their contractors and sub contractors to verify newly hired employees' work eligibility through an electronic federal work authorization program known as E-Verify. The contractor and subcontractor affidavits are included in the RSA (Section II, N. and O.).



**F. Georgia Piedmont Technical College**

Georgia Piedmont Technical College (GPTC) agrees to participate in *DeKalb Workforce Development One-Stop* in the following programmatic ways:

- a. Conduct basic literacy and GED preparation activities at the DeKalb Workforce One-Stop at 774 Jordan Lane, Bldg # 4, Decatur, Georgia, and co-located sites, as appropriate, and in response to demonstrated need.
- b. Participate in special projects, initiatives, and partner expos with *DeKalb Workforce Development One-Stop*.
- c. Conduct computer seminars for the general public and for special populations at the *DeKalb Workforce Development One-Stop*, whether fee-based, grant supported or free, as appropriate.
- d. Conduct any other grant-funded or contracted education and training activities, at the DeKalb Workforce Development One-Stop, that will further the mission of DeKalb Workforce Development One-Stop to provide comprehensive job-related training to the public.
- e. Assist the DeKalb Workforce One-Stop Operator to develop and produce materials that support the marketing, public relations and image-building needs of DeKalb Workforce Development One-Stop.
- f. To the extent feasible, identify customers who indicate the need for intensive services and/or special services offered by *DeKalb Workforce Development One-Stop* and partner agencies, and refer those customers for services, such as introductory computers training, micro-enterprise programs, *job search seminars*, resume writing seminars, financial literacy programs, *Dress-for-Success* programs and etc., utilizing the *DeKalb Workforce Development One-Stop* Partner Referral Passport.
- g. To the extent possible, GPTC's Division of Economic Development will share business leads, employer training and job needs and other relevant workforce development information relating to new, existing and expanding industries in



DeKalb County with *DeKalb Workforce Development's One-Stop*, located at 774 Jordan Lane, Bldg # 4, Decatur, Georgia.

- h. GPTC will participate in in-service staff training sessions designed to inform all *DeKalb Workforce Development One-Stop* staff about Partner programs and services. Provide the *DeKalb Workforce Development One-Stop* operator with printed materials (flyers, brochures, booklets, etc) that describe GPTC's services and programs so that these can be distributed on an ongoing basis throughout the *DeKalb Workforce Development One-Stop* system.
- i. Provide a representative to serve on the DeKalb Workforce Investment Board.

**General Provisions:**

**Term** This agreement becomes effective July 1, 2013 irrespective of signature dates, and remains in effect until terminated by the repeal of the Workforce Investment Act of 1998 (WIA) or in accordance with this section. Inclusive of additions and terminations of RSA Partners (should the signatory become disassociated with the entity, the agreement remains valid until a written notice of withdrawal is received).

Reference to funds identified in support of this Resource Sharing Agreement is contingent upon receipt of those funds by the partners. Any partner may withdraw from this agreement in the event that funding is either eliminated or reduced such that the partner can no longer continue its participation in this agreement. Such withdrawal shall be effective upon written notification to the One-Stop Manager and/or Director of the lack of funding, or upon the vacating of the premises by the partner, whichever is later.

Any partner may withdraw from this agreement at any time by giving written notice of their withdrawal to the One-Stop Manager and/or Director at least 30 calendar days prior to the effective date of withdrawal. Upon the withdrawal of any partner, any continuing costs associated with this agreement shall be reallocated by the One-Stop Manager and/or among the remaining partners, this agreement shall be modified in writing accordingly.

Should any party in the agreement withdraw, the agreement remains in effect with respect to the remaining parties.

**Amendment** Amendment(s), as it relates, to the Resource Sharing Agreement (RSA) and/or Memorandum of Understanding (MOU) should be submitted, in writing, to the One-Stop manager within 30 days prior to the



effective date(s) of any alteration(s) of the terms of the original Resource Sharing Agreement and/or Memorandum of Understanding. The amendment(s) will be applied to the master Resource Sharing Agreement and/or Memorandum of Understanding. A new signature will not be required for the master Resource Sharing Agreement and/or Memorandum of Understanding, since the amendment(s) that are submitted will have the signature of the one in authority such as Director, Deputy Director, or someone that has been designated by the entity(s) to authorize any changes or alteration(s) to the original copies of the Resource Sharing Agreement and/or Memorandum Understanding with the approval of the Director of the said entity(s) or someone with the authority to make amendment(s) for the entity(s).

**New Partners** After signing the RSA, new partners will be approved by a vote of current partners. Partners present at any meeting will constitute a quorum for the transaction of business.

**Termination** This RSA may be terminated upon mutual consent in writing.

**E-Verification** Effective July 1, 2007, "public employers" and contractors and subcontractors of public employers are subject to the Georgia Security and Immigration Compliance Act of 2006 (OCGA 13-10-90 et seq.), which requires public employers, their contractors and sub contractors to verify newly hired employees' work eligibility through an electronic federal work authorization program known as E-Verify. The contractor and subcontractor affidavits are included in the RSA (Section II, N. and O.).



**G. Georgia Department of Labor/Covington Highway**

The Georgia Department of Labor/Covington Highway (GDOL) agrees to participate in *DeKalb Workforce Development One-Stop* in the following programmatic ways:

- a. Provide effective linkages between all of the Partner staff operating in the *DeKalb Workforce Development One-Stop* system; and provide linkages to other appropriate resources and services that are available at GDOL's office.
- b. Assign a minimum of two staff members (1 employment service representative and 1 veteran specialist) with the necessary materials and software to provide core services (except UI benefits) to the *DeKalb Workforce Development One-Stop* at 774 Jordan Lane, Bldg # 4, Decatur, Georgia, and to provide directly, or provide access to, all of the services authorized under the Wagner Peyser Act, as well as services commonly provided to veterans. Such staff will also participate, as needed, in the services provided in the resource room or computer center.
- c. Provide trainers and materials for short-term pre-employment seminars at the *DeKalb Workforce Development One-Stop* and at co-located sites, as needed.
- d. The GDOL Center Manager and staff will participate in in-service staff training sessions designed to inform all *DeKalb Workforce Development One-Stop* staff about Partner programs and services. Provide the *DeKalb Workforce One-Stop* operator with printed materials (flyers, brochures, booklets, etc) that describe GDOL services and programs so that these can be distributed on an ongoing basis throughout the *DeKalb Workforce Development One-Stop* system. The GDOL Center Manager will also participate in the *DeKalb Workforce Development One-Stop Managers' Quarterly Meetings*.
- e. Refer customers who indicate the need for intensive services and/or special services offered by *DeKalb Workforce Development One-Stop* on Jordan Lane, *DeKalb Workforce Development One-Stop* co-located sites and/or partner agencies, to such services as introductory computer and Internet training, micro-enterprise programs, *job search seminars*, resume writing seminars, financial literacy programs, *Dress-for-Success* programs and etc.,



utilizing the *DeKalb Workforce Development One-Stop* Partner Referral Passport.

- f. Provide Assisted Technology Equipment for job seekers with disabilities.
- g. Make accessible to all clients financial literacy and stress management.
- h. Provide a representative to serve on the DeKalb Workforce Investment Board.

**General Provisions:**

**Term** This agreement becomes effective July 1, 2013 irrespective of signature dates, and remains in effect until terminated by the repeal of the Workforce Investment Act of 1998 (WIA) or in accordance with this section. Inclusive of additions and terminations of RSA Partners (should the signatory become disassociated with the entity, the agreement remains valid until a written notice of withdrawal is received).

Reference to funds identified in support of this Resource Sharing Agreement is contingent upon receipt of those funds by the partners. Any partner may withdraw from this agreement in the event that funding is either eliminated or reduced such that the partner can no longer continue its participation in this agreement. Such withdrawal shall be effective upon written notification to the One-Stop Manager and/or Director of the lack of funding, or upon the vacating of the premises by the partner, whichever is later.

Any partner may withdraw from this agreement at any time by giving written notice of their withdrawal to the One-Stop Manager and/or Director at least 30 calendar days prior to the effective date of withdrawal. Upon the withdrawal of any partner, any continuing costs associated with this agreement shall be reallocated by the One-Stop Manager and/or among the remaining partners, this agreement shall be modified in writing accordingly.

Should any party in the agreement withdraw, the agreement remains in effect with respect to the remaining parties.

**Amendment** Amendment(s), as it relates, to Resource Sharing Agreements (RSA) and/or Memorandum of Understanding (MOU) should be submitted, in writing, to the One Stop Center manager within 30 days prior to the effective date(s) of any alteration(s) of the terms of the original Resource Sharing Agreement and/or Memorandum of Understanding. The amendment(s) will be



applied to the master Resource Sharing Agreement and/ or Memorandum of Understanding. A new signature will not be required for the master Resource Sharing Agreement and/or Memorandum of Understanding, since the amendment(s) that are submitted will have the signature of the one in authority such as Director, Deputy Director, or someone that has been designated by the entity(s) to authorize any changes or alterations to the original copies of the Resource Sharing Agreement and/or Memorandum Understanding with the approval of the Director of the said entity(s) or someone with the authority to make amendment(s) for the entity(s).

**New Partners** After signing the RSA, new partners will be approved by a vote of current partners. Partners present at any meeting will constitute a quorum for the transaction of business.

**Termination** This RSA may be terminated upon mutual consent in writing.

**E-Verification** Effective July 1, 2007, "public employers" and contractors and subcontractors of public employers are subject to the Georgia Security and Immigration Compliance Act of 2006 (OCGA 13-10-90 et seq.), which requires public employers, their contractors and sub contractors to verify newly hired employees' work eligibility through an electronic federal work authorization program known as E-Verify. The contractor and subcontractor affidavits are included in the RSA (Section II, N. and O.).



## H. Georgia Vocational Rehabilitation Agency

The Georgia Vocational Rehabilitation Agency agrees to participate in *DeKalb Workforce Development One-Stop* in the following programmatic ways:

- a. Provide the appropriate level of staff assistance to the *DeKalb Workforce Development One-Stop* at 774 Jordan Lane, Bldg # 4, Decatur, Georgia and co-located sites to assure adequate services for those customers who are deemed to be appropriate for enrollment as Vocational Rehabilitation clients, or who may already be clients. The person(s) filling this position will also assist special needs customers with core services and/or assisted technology equipment, as time permits.
- b. Cooperate with the *DeKalb Workforce Development One-Stop* and to provide vocational rehabilitation services to small and medium sized businesses, as necessary and appropriate.
- c. Provide access to in-depth evaluation, [including health and mental health] to appropriate *DeKalb Workforce Development One-Stop* customers and serve as the bridge between *DeKalb Workforce Development One-Stop*, co-located sites and partner agencies.
- d. To the extent feasible, identify customers having special needs, who indicate the need for intensive services and/or training and refer those customers to services such as introductory computers training, micro-enterprise programs, job search seminars, resume writing seminars, financial literacy (Money Smart) programs, Dress-for-Success programs, etc., offered by *DeKalb Workforce Development One-Stop* on Jordan Lane, *DeKalb Workforce Development One-Stop* co-located sites and Partner organizations utilizing the *DeKalb Workforce Development One-Stop* Partner Referral Passport.
- e. To assist *DeKalb Workforce Development One-Stop* staff in identifying and tracking those persons requiring the use of assisted technology equipment and/or special services.
- f. Provide a representative to serve on the *DeKalb Workforce Investment Board*.



- g. The Vocational Rehabilitation Agency will work in collaboration with Partner organizations to assist outside organizations that serve people with special needs and develop an awareness of *DeKalb Workforce Development One-Stop* services that are available to job seekers with special needs.

**General Provisions:**

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Reference to funds identified in support of this Resource Sharing Agreement is contingent upon receipt of those funds by the partners. Any partner may withdraw from this agreement in the event that funding is either eliminated or reduced such that the partner can no longer continue its participation in this agreement. Such withdrawal shall be effective upon written notification to the One-Stop Manager and/or Director of the lack of funding, or upon the vacating of the premises by the partner, whichever is later.

Any partner may withdraw from this agreement at any time by giving written notice of their withdrawal to the One-Stop Manager and/or Director at least 30 calendar days prior to the effective date of withdrawal. Upon the withdrawal of any partner, any continuing costs associated with this agreement shall be reallocated by the One-Stop Manager and/or among the remaining partners, this agreement shall be modified in writing accordingly.

Should any party in the agreement withdraw, the agreement remains in effect with respect to the remaining parties.

**Amendment.** Amendment(s), as it relates, to the Resource Sharing Agreement (RSA) and/or Memorandum of Understanding (MOU) should be submitted, in writing, to the One-Stop manager within 30 days prior to the effective date(s) of any alteration(s) of the terms of the original Resource Sharing Agreement and/or Memorandum of Understanding. The amendment(s) will be applied to the master Resource Sharing Agreement and/or Memorandum of Understanding. A new signature will not be required for the master Resource Sharing Agreement and/or Memorandum of Understanding, since the amendment(s) that are submitted will have the signature of the one in authority such as Director, Deputy Director, or



someone that has been designated by the entity(s) to authorize any changes or alterations to the original copies of the Resource Sharing Agreement and/or Memorandum Understanding with the approval of the Director of the said entity(s) or someone with the authority to make amendment(s) for the entity(s).

**New Partners** After signing the RSA, new partners will be approved by a vote of current partners. Partners present at any meeting will constitute a quorum for the transaction of business.

**Termination** This RSA may be terminated upon mutual consent in writing.

**E-Verification** Effective July 1, 2007, "public employers" and contractors and subcontractors of public employers are subject to the Georgia Security and Immigration Compliance Act of 2006 (OCGA 13-10-90 et seq.), which requires public employers, their contractors and sub contractors to verify newly hired employees' work eligibility through an electronic federal work authorization program known as E-Verify. The contractor and subcontractor affidavits are included in the RSA (Section II, N. and O.).



**I. Georgia Perimeter College**

Georgia Perimeter College (GPC) agrees to participate in *DeKalb Workforce Development One-Stop* in the following programmatic ways:

- a. To the extent possible, provide one (1) person on an as needed basis at *DeKalb Workforce Development One-Stop* on Jordan Lane to provide customers with advice regarding higher education choices, admissions and financial arrangements. The exact number of hours this staff person will be assigned to work at the Center will be based on customer demand and GPC's resources.
- b. Conduct grant-funded or contracted education and training activities, at the *DeKalb Workforce Development One-Stop* and co-located sites, that will further the mission of *DeKalb Workforce Development One-Stop* to provide comprehensive job-related training to the public.
- c. Assist the *DeKalb Workforce Development One-Stop* Operator to develop and produce printed materials that support the marketing, public relations and image-building needs of *DeKalb Workforce Development One-Stop* and also host and providing technical assistance to the maintenance of the *DeKalb Workforce Development One-Stop* website
- d. Assist the *DeKalb Workforce Development One-Stop* Operator in developing community programs to promote the value and accessibility of higher education opportunities to those who might not have considered such a path to their economic goals. Make information on community programs available to *DeKalb Workforce Development One-Stop*.
- e. The GPC will participate in in-service staff training sessions designed to inform all *DeKalb Workforce Development One-Stop* staff about Partner programs and services. Provide the *DeKalb Workforce Development One-Stop* operator with printed materials (flyers, brochures, booklets, etc) that describe GPC's services and programs so that these can be distributed on an ongoing basis throughout the *DeKalb Workforce Development One-Stop* system.



- f. To the extent feasible, identify customers who indicate the need for intensive services and/or special services offered by DeKalb Workforce Development One-Stop and partner agencies, and refer those customers to services such as introductory computers training, micro-enterprise programs, Job search seminars, resume writing seminars, financial literacy (Money Smart) programs, Dress-for-Success programs and etc., utilizing the *DeKalb Workforce Development One-Stop Partner Referral Passport*.
- g. Provide a representative to serve on the DeKalb Workforce Investment Board.

**General Provisions:**

- a. **Term** This agreement becomes effective July 1, 2013 irrespective of signature dates, and remains in effect until terminated by the repeal of the Workforce Investment Act of 1998 (WIA) or in accordance with this section. Inclusive of additions and terminations of RSA Partners (should the signatory become disassociated with the entity, the agreement remains valid until a written notice of withdrawal is received).

Reference to funds identified in support of this Resource Sharing Agreement is contingent upon receipt of those funds by the partners. Any partner may withdraw from this agreement in the event that funding is either eliminated or reduced such that the partner can no longer continue its participation in this agreement. Such withdrawal shall be effective upon written notification to the One-Stop Manager and/or Director of the lack of funding, or upon the vacating of the premises by the partner, whichever is later.

Any partner may withdraw from this agreement at any time by giving written notice of their withdrawal to the One-Stop Manager and/or Director at least 30 calendar days prior to the effective date of withdrawal. Upon the withdrawal of any partner, any continuing costs associated with this agreement shall be reallocated by the One-Stop Manager and/or among the remaining partners, this agreement shall be modified in writing accordingly.



Should any party in the agreement withdraw, the agreement remains in effect with respect to the remaining parties.

- b. **Amendment.** Amendment(s), as it relates, to the Resource Sharing Agreement (RSA) and/or Memorandum of Understanding (MOU) should be submitted, in writing, to the One-Stop manager within 30 days prior to the effective date(s) of any alteration(s) of the terms of the original Resource Sharing Agreement and/or Memorandum of Understanding. The amendment(s) will be applied to the master Resource Sharing Agreement and/or Memorandum of Understanding. A new signature will not be required for the master Resource Sharing Agreement and/or Memorandum of Understanding, since the amendment(s) that are submitted will have the signature of the one in authority such as Director, Deputy Director, or someone that has been designated by the entity(s) to authorize any changes or alteration(s) to the original copies of the Resource Sharing Agreement and/or Memorandum of Understanding with the approval of the Director of the said entity(s) or someone with the authority to make amendment(s) for the entity(s).
- c. **New Partners.** After signing the RSA, new partners will be approved by a vote of current partners. Partners present at any meeting will constitute a quorum for the transaction of business.
- d. **Termination.** This RSA may be terminated upon mutual consent in writing.
- e. **E-Verification.** Effective July 1, 2007, "public employers" and contractors and subcontractors of public employers are subject to the Georgia Security and Immigration Compliance Act of 2006 (OCGA 13-10-90 et seq.), which requires public employers, their contractors and sub contractors to verify newly hired employees' work eligibility through an electronic federal work authorization program known as E-Verify. The contractor and subcontractor affidavits are included in the RSA (Section II, N. and O.).



**J. Goodwill of North Georgia, Inc.**

Goodwill of North Georgia (GNG) agrees to participate in *DeKalb Workforce Development One-Stop* System with the following programmatic ways:

- a. Facilitate access to WIA core and intensive services through Goodwill Career Centers in DeKalb County.
- b. Facilitate access to any/all training programs and services conducted by Goodwill Industries with non-WIA funding. Also, serve as an active participant on the DeKalb Workforce Investment Board.
- c. Facilitate employment-related assistance to *DeKalb Workforce Development One-Stop* customers with disabilities who prefer to be served at the Goodwill Career Centers.
- d. Provide intensive assessment services on a fee-for-service basis at the *DeKalb Workforce Development One-Stop* and/or Partner sites as needed, with funds provided from WIA and other sources.
- e. Facilitate access to the entire *DeKalb Workforce Development One-Stop* system for all Goodwill customers, including trainees in WIA-funded programs, as well as those whom Goodwill serves in other ways.
- f. To the extent feasible, identify customers who indicate the need for intensive services and/or special services offered by *DeKalb Workforce Development One-Stop* on Jordan Lane, and refer those customers to services such as introductory computers training, micro-enterprise programs, job search seminars, resume writing seminars, financial literacy programs, Dress-for-Success programs and etc., utilizing the *DeKalb Workforce Development One-Stop* Partner Referral Passport.
- g. Goodwill will participate in training sessions designed to inform all *DeKalb Workforce Development One-Stop* partners about WIB and Partner programs and services, and make available brochures describing same through Goodwill Career Centers.
- h. Provide a representative to serve on the DeKalb Workforce Investment Board.



**General Provisions:**

**Term** This agreement becomes effective July 1, 2013 irrespective of signature dates, and remains in effect until terminated by the repeal of the Workforce Investment Act of 1998 (WIA) or in accordance with this section. Inclusive of additions and terminations of RSA Partners (should the signatory become disassociated with the entity, the agreement remains valid until a written notice of withdrawal is received).

Reference to funds identified in support of this Resource Sharing Agreement is contingent upon receipt of those funds by the partners. Any partner may withdraw from this agreement in the event that funding is either eliminated or reduced such that the partner can no longer continue its participation in this agreement. Such withdrawal shall be effective upon written notification to the One-Stop Manager and/or Director of the lack of funding, or upon the vacating of the premises by the partner, whichever is later.

Any partner may withdraw from this agreement at any time by giving written notice of their withdrawal to the One-Stop Manager and/or Director at least 30 calendar days prior to the effective date of withdrawal. Upon the withdrawal of any partner, any continuing costs associated with this agreement shall be reallocated by the One-Stop Manager and/or among the remaining partners, this agreement shall be modified in writing accordingly.

Should any party in the agreement withdraw, the agreement remains in effect with respect to the remaining parties.

**Amendment** Amendment(s), as it relates, to the Resource Sharing Agreement (RSA) and/or Memorandum of Understanding (MOU) should be submitted, in writing, to the One-Stop manager within 30 days prior to the effective date(s) of any alteration(s) of the terms of the original Resource Sharing Agreement and/or Memorandum of Understanding. The amendment(s) will be applied to the master Resource Sharing Agreement and/or Memorandum of Understanding. A new signature will not be required for the master Resource Sharing Agreement and/or Memorandum of Understanding, since the amendment(s) that are submitted will have the signature of the one in authority such as Director, Deputy Director, or someone that has been designated by the entity(s) to authorize any changes or alteration(s) to the original copies of the Resource Sharing Agreement and/or Memorandum Understanding with the approval of the Director of the said entity(s) or someone with the authority to make amendment(s) for the entity(s).

**New Partners** After signing the RSA, new partners will be approved by a vote of current partners. Partners present at any meeting will constitute a quorum for the transaction of business.



**Termination** This RSA may be terminated upon mutual consent in writing.

**E-Verification** Effective July 1, 2007, “public employers” and contractors and subcontractors of public employers are subject to the Georgia Security and Immigration Compliance Act of 2006 (OCGA 13-10-90 et seq.), which requires public employers, their contractors and sub contractors to verify newly hired employees’ work eligibility through an electronic federal work authorization program known as E-Verify. The contractor and subcontractor affidavits are included in the RSA (Section II, N. and O.).



**K. Jewish Family and Career Services, Inc.**

In addition to accepting the provisions set forth in the MOU, Jewish Family and Career Services (JF&CS) agrees to participate in *DeKalb Workforce Development One-Stop* in the following programmatic ways:

- a. Assist the *DeKalb Workforce Development One-Stop* Operator and staff in developing and offering programs to meet the needs of refugees and immigrants in DeKalb County and, using JF&CS funding from non-WIA resources, coordinate their existing programs through *DeKalb Workforce Development One-Stop*.
- b. Assist the *DeKalb Workforce Development One-Stop* Operator and staff in developing and offering programs to meet the needs of people with disabilities in DeKalb County and, using JF&CS funding from non-WIA resources, coordinate their existing programs through *DeKalb Workforce Development One-Stop*.
- c. Assist the *DeKalb Workforce Development One-Stop* Operator and staff in developing and offering work-based assessment services and training programs and other human resources services for area employers.
- d. To the extent feasible, identify customers who indicate the need for intensive services and/or special services offered by *DeKalb Workforce Development One-Stop* on Jordan Lane, satellites and partner agencies, and refer those customers to services such as introductory computers and Internet training, micro-enterprise programs, resume writing seminars, financial literacy programs, Dress-for-Success programs and etc., utilizing the *DeKalb Workforce Development One-Stop* Partner Referral Passport.
- e. Participate in in-service staff training sessions designed to inform all *DeKalb Workforce Development One-Stop* staff about Partner programs and services. Provide the *DeKalb Workforce Development One-Stop* Operator with printed materials (flyers, brochures, booklets, etc) that describe JF&CS services and programs so that these can be distributed on an ongoing basis throughout the *DeKalb Workforce Development One-Stop*.
- f. Provide *DeKalb Workforce Development One-Stop* clients access to other Jewish Family & Career Services that are open to the public, such as the networking group for jobseekers, workshops and seminars. These seminars may include Job Search Techniques, Interviewing and Networking Techniques, and Executive Seminars.



- g. Provide a representative to serve on the DeKalb Workforce Investment Board.

**General Provisions:**

- a. **Term** This agreement becomes effective July 1, 2013 irrespective of signature dates, and remains in effect until terminated by the repeal of the Workforce Investment Act of 1998 (WIA) or in accordance with this section. Inclusive of additions and terminations of RSA Partners (should the signatory become disassociated with the entity, the agreement remains valid until a written notice of withdrawal is received).

Reference to funds identified in support of this Resource Sharing Agreement is contingent upon receipt of those funds by the partners. Any partner may withdraw from this agreement in the event that funding is either eliminated or reduced such that the partner can no longer continue its participation in this agreement. Such withdrawal shall be effective upon written notification to the One-Stop Manager and/or Director of the lack of funding, or upon the vacating of the premises by the partner, whichever is later.

Any partner may withdraw from this agreement at any time by giving written notice of their withdrawal to the One-Stop Manager and/or Director at least 30 calendar days prior to the effective date of withdrawal. Upon the withdrawal of any partner, any continuing costs associated with this agreement shall be reallocated by the One-Stop Manager and/or among the remaining partners, this agreement shall be modified in writing accordingly.

Should any party in the agreement withdraw, the agreement remains in effect with respect to the remaining parties.

- b. **Amendment** Amendment(s), as it relates, to the Resource Sharing Agreement (RSA) and/or Memorandum of Understanding (MOU) should be submitted, in writing, to the One Stop Center manager within 30 days prior to the effective date(s) of any alteration(s) of the terms of the original Resource Sharing Agreement and/or Memorandum of Understanding. The amendment(s) will be applied to the master Resource Sharing Agreement and/or Memorandum of Understanding. A new signature will not be required for the master Resource Sharing and/or Memorandum of Understanding, since the amendment(s) that are submitted will have the signature of the one in authority such as Director, Deputy Director, or someone that has been designated by the entity(s) to authorize any changes or alterations to the original copies of the Resource Sharing Agreement and/or Memorandum Understanding with the approval of the Director of the said entity(s) or someone with the authority to make amendment(s) for the entity(s).



- c. **New Partners** After signing the RSA, new partners will be approved by a vote of current partners. Partners present at any meeting will constitute a quorum for the transaction of business.
- d. **Termination** This RSA may be terminated upon mutual consent in writing.
- e. **E-Verification** Effective July 1, 2007, "public employers" and contractors and subcontractors of public employers are subject to the Georgia Security and Immigration Compliance Act of 2006 (OCGA 13-10-90 et seq.), which requires public employers, their contractors and sub contractors to verify newly hired employees' work eligibility through an electronic federal work authorization program known as E-Verify. The contractor and subcontractor affidavits are included in the RSA (Section II, N. and O.).



**L. CHP International Inc/Georgia Job Corps OA/CTS**

CHP International Inc/Georgia Job Corps OA/CTS agrees to participate in DeKalb Workforce Development One-Stop with the following programmatic ways:

- a. CHP International Inc/Georgia Job Corps agrees to refer Job Corps graduates ages 16-21 to DWD's youth services programs to assist with preparing them for successful careers enabling them to obtain education, employment, specialized training, and other supportive s services.
- b. CHP International Inc/Georgia Job Corps agrees to refer Job Corps graduates ages 18-24 to DWD's older youth/adult programs to assist with preparing them with successful careers enabling them to obtain education, employment, specialized training, and other supportive services.
- c. CHP International Inc/Georgia Job Corps will conduct at no-cost, education and vocational training programs, Monday through Friday, 8:30 a.m. until 5:00 p.m.
- d. CHP International Inc/Georgia Job Corps will provide marketing materials for DeKalb Workforce One – Stop.
- e. CHP International Inc/Georgia Job Corps will provide a representative to serve on DeKalb Workforce Youth Council.

**General Provisions:**

**Term** This agreement becomes effective July 1, 2013 irrespective of signature dates, and remains in effect until terminated by the repeal of the Workforce Investment Act of 1998 (WIA) or in accordance with this section. Inclusive of additions and terminations of RSA Partners (should the signatory become disassociated with the entity, the agreement remains valid until a written notice of withdrawal is received).

Reference to funds identified in support of this Resource Sharing Agreement is contingent upon receipt of those funds by the partners. Any partner may withdraw from this agreement in the event that funding is either eliminated or reduced such that the partner can no longer continue its participation in this agreement. Such withdrawal shall be effective upon written notification to the One-Stop Manager and/or Director of the lack of funding, or upon the vacating of the premises by the partner, whichever is later.



Any partner may withdraw from this agreement at any time by giving written notice of their withdrawal to the One-Stop Manager and/or Director at least 30 calendar days prior to the effective date of withdrawal. Upon the withdrawal of any partner, any continuing costs associated with this agreement shall be reallocated by the One-Stop Manager and/or among the remaining partners, this agreement shall be modified in writing accordingly.

Should any party in the agreement withdraw, the agreement remains in effect with respect to the remaining parties.

- a. **Amendment** Amendment(s), as it relates, to Resource Sharing Agreements (RSA) and/or Memorandum of Understanding (MOU) should be submitted, in writing, to the One Stop Center manager within 30 days prior to the effective date (s) of any alteration(s) of the terms of the original Resource Sharing Agreement and/or Memorandum of Understanding. The amendment(s) will be applied to the master Resource Sharing Agreement and/ or Memorandum of Understanding. A new signature will not be required for the master Resource Sharing Agreement and/or Memorandum of Understanding, since the amendment(s) that are submitted will have the signature of the one in authority such as Director, Deputy Director, or someone that has been designated by the entity(s) to authorize any changes or alterations to the original copies of the Resource Sharing Agreement and/or Memorandum Understanding with the approval of the Director of the said entity(s) or someone with the authority to make amendment(s) for the entity(s). The Amendment Procedures have been sent to all, current and/or new partners of the One-Stop.
- b. **New Partners** After signing the RSA, new partners will be approved by a vote of current partners. Partners present at any meeting will constitute a quorum for the transaction of business.
- c. **Termination** This RSA may be terminated upon mutual consent in writing.
- d. **E-Verification** Effective July 1, 2007, "public employers" and contractors and subcontractors of public employers are subject to the Georgia Security and Immigration Compliance Act of 2006 (OCGA 13-10-90 et seq.), which requires public employers, their contractors and sub contractors to verify newly hired employees' work eligibility through an electronic federal work authorization program known as E-Verify. The contractor and subcontractor affidavits are included in the RSA (Section II, N. and O.).



**M. Partnership for Community Action, Inc.**

Partnership for Community Action, Inc. (PCA) agrees to participate in *DeKalb Workforce Development One-Stop* in the following programmatic ways:

- a. Assist DeKalb Workforce One-Stop by facilitating the provision of linkages to supportive services and child care for the customers and job seekers.
- b. To the extent feasible, identify customers who indicate the need for intensive service and/or special services offered by DeKalb Workforce Development One-Stop on Jordan Lane, co-located sites, and partner agencies, and refer those customers to services such as introductory computers training, micro-enterprise program, job search seminars, resume writing seminars, financial literacy programs, Dress-for-Success programs and etc., utilizing the *DeKalb Workforce One-Stop Center Partner Referral Passport*.
- c. Make accessible to customers micro-enterprise training and technical assistance on a fee for service basis (ITR) at the PCA facility to those individuals identified as having both an interest in starting a business and a viable business with funds from the WIA and other sources.
- d. PCA will participate in in-service staff training sessions designed to inform all DeKalb Workforce Development One-Stop staff about Partner programs and services. Provide the DeKalb Workforce Development One-Stop operator with printed materials (flyers, brochures, booklets, etc.) that describe PCA's services and programs so that these can be distributed on an ongoing basis throughout the DeKalb Workforce Development One-Stop.
- e. Provide a representative to serve on the DeKalb Workforce Investment Board.



**General Provisions:**

**Term** This agreement becomes effective July 1, 2013 irrespective of signature dates, and remains in effect until terminated by the repeal of the Workforce Investment Act of 1998 (WIA) or in accordance with this section. Inclusive of additions and terminations of RSA Partners (should the signatory become disassociated with the entity, the agreement remains valid until a written notice of withdrawal is received).

Reference to funds identified in support of this Resource Sharing Agreement is contingent upon receipt of those funds by the partners. Any partner may withdraw from this agreement in the event that funding is either eliminated or reduced such that the partner can no longer continue its participation in this agreement. Such withdrawal shall be effective upon written notification to the One-Stop Manager and/or Director of the lack of funding, or upon the vacating of the premises by the partner, whichever is later.

Any partner may withdraw from this agreement at any time by giving written notice of their withdrawal to the One-Stop Manager and/or Director at least 30 calendar days prior to the effective date of withdrawal. Upon the withdrawal of any partner, any continuing costs associated with this agreement shall be reallocated by the One-Stop Manager and/or among the remaining partners, this agreement shall be modified in writing accordingly.

Should any party in the agreement withdraw, the agreement remains in effect with respect to the remaining parties.

**Amendment** Amendment(s), as it relates, to the Resource Sharing Agreement (RSA) and/or Memorandum of Understanding (MOU) should be submitted, in writing, to the One-Stop Center manager within 30 days prior to the effective date(s) of any alteration(s) of the terms of the original Resource Sharing Agreement and/or Memorandum of Understanding. The amendment(s) will be applied to the master Resource Sharing Agreement and/ or Memorandum of Understanding. A new signature will not be required for the master Resource Sharing and/or Memorandum of Understanding, since the amendment(s) that are submitted will have the signature of the one in authority such as Director, Deputy Director, or someone that has been designated by the entity(s) to authorize any changes or alterations to the original copies of the Resource Sharing Agreement and/or Memorandum Understanding with the approval of the Director of the said entity(s) or someone with the authority to make amendment(s) for the entity(s).



**New Partners** After signing the RSA, new partners will be approved by a vote of current partners. Partners present at any meeting will constitute a quorum for the transaction of business.

**Termination** This RSA may be terminated upon mutual consent in writing.

**E-Verification** Effective July 1, 2007, "public employers" and contractors and subcontractors of public employers are subject to the Georgia Security and Immigration Compliance Act of 2006 (OCGA 13-10-90 et seq.), which requires public employers, their contractors and sub contractors to verify newly hired employees' work eligibility through an electronic federal work authorization program known as E-Verify. The contractor and subcontractor affidavits are included in the RSA (Section II, N. and O.).



**N. CONTRACTOR AFFIDAVIT AND AGREEMENT**

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm, or corporation which is contracting with DEKALB COUNTY, a political subdivision of the State of Georgia, has registered with and is participating in a federal work authorization program\* [any of the electronic verification of work authorization programs operated by the United States Department of Homeland Security or any equivalent federal work authorization program operated by the United States Department of Homeland Security to verify information of newly hired employees, pursuant to the Immigration Reform and Control Act of 1986 (IRCA), P.L. 99-603], in accordance with the applicability provisions and deadlines established in O.C.G.A. § 13-10-91.

The undersigned further agrees that, should it employ or contract with any subcontractor(s) in connection with the physical performance of services pursuant to their contract with the COUNTY, then the contractor will secure from such subcontractor(s) similar verification of compliance with O.C.G.A. § 13-10-91 on the Subcontractor Affidavit provided in Rule 300-10-01-.08 or a substantially similar form. Contractor further agrees to maintain records of such compliance and provide a copy of each such verification to the COUNTY, at the time the subcontract(s) is retained to perform such service.

\_\_\_\_\_  
Employment Eligibility Verification Program  
(EEV)/Basic Pilot Program\* User Identification Number  
Number

**55412**

\_\_\_\_\_  
DeKalb County EEV Basic Pilot  
Program\*\* User Identification

\_\_\_\_\_  
BY: Authorized Officer or Agent  
(Subcontractor Name)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title of Authorized Officer or Agent of Subcontractor

\_\_\_\_\_  
Printed Name of Authorized Officer or Agent

SUBSCRIBED AND SWORN  
BEFORE ME ON THIS THE

\_\_\_\_ DAY OF \_\_\_\_\_, 20\_\_\_\_

\_\_\_\_\_  
Notary Public  
My Commission Expires: \_\_\_\_\_

\_\_\_\_\_



**O. SUBCONTRACTOR AFFIDAVIT AND AGREEMENT**

By executing this affidavit, the undersigned subcontractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract with

\_\_\_\_\_, (Name of Contractor  
on behalf of

DEKALB COUNTY, a political subdivision of the State of Georgia, has registered with and is participating in a federal work authorization program\* [any of the electronic verification of work authorization programs operated by the United States Department of Homeland Security or any equivalent federal work authorization program operated by the United States Department of Homeland Security to verify information of newly hired employees, pursuant to the Immigration Reform and Control Act of 1986 (IRCA), P.L. 99-603], in accordance with the applicability provisions and deadlines established in O.C.G.A. § 13-10-91.

\_\_\_\_\_  
Employment Eligibility Verification Program  
(EEV)/Basic Pilot Program\* User Identification Number  
Number

**55412**

\_\_\_\_\_  
DeKalb County EEV Basic Pilot  
Program\*\* User Identification

\_\_\_\_\_  
BY: Authorized Officer or Agent  
(Subcontractor Name)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title of Authorized Officer or Agent of Subcontractor

\_\_\_\_\_  
Printed Name of Authorized Officer or Agent

SUBSCRIBED AND SWORN  
BEFORE ME ON THIS THE

\_\_\_\_\_, DAY OF \_\_\_\_\_, 20\_\_\_\_

\_\_\_\_\_  
Notary Public  
My Commission Expires: \_\_\_\_\_.



**V. Official Addresses**

Chairperson, Sadie Dennard  
DeKalb Workforce Investment Board  
774 Jordan Lane, Bldg # 4  
Decatur, Georgia 30033  
404-371-3080

Sheryl B. Chapman  
Executive Director  
DeKalb Workforce Development  
Decatur, Georgia 30033  
404-687-3400



*Section VI*

*Authority and Signatures*

**VI. Authority and Signatures**

The individuals signing below have the authority to commit the party they represent to the terms of this Agreement, and do so commit by signing.

DeKalb Workforce Investment Board	Print/Sign
<hr/>	
DeKalb Workforce One-Stop Center	
<hr/>	
DeKalb County Workforce Development Department	
<hr/>	
DeKalb County Chamber of Commerce	
<hr/>	
DeKalb County Department of Family and Children Services	
<hr/>	
DeKalb County Department of Economic Development	
<hr/>	
Decatur Housing Authority	
<hr/>	
Georgia Piedmont Technical College	
<hr/>	
Georgia Vocational Rehabilitation Agency	
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Georgia Department of Labor/Covington Highway	
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Georgia Perimeter College	
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Goodwill of North Georgia, Inc.	
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Jewish Family and Career Services, Inc.	
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Partnership for Community Action, Inc.	
<hr/>	
CHP International Inc/Georgia Job Corps OA/CTS	



# **Resource Sharing Agreement**

Between

**Georgia Department of Labor  
And  
DeKalb Workforce Development**

To operate

***DeKalb Workforce Development One-Stop***  
A One-Stop Workforce Development System Serving DeKalb County, Georgia



# **Resource Sharing Agreement**

To operate

## ***DeKalb Workforce Development One-Stop***

### **I. Parties**

This Resource Sharing Agreement (hereafter called the Agreement) is entered into between the DeKalb Workforce Investment Board (DWIB), the DeKalb Workforce Development, and the following organization (hereafter called Partner), operating under the name *DeKalb Workforce Development One-Stop*:

Georgia Department of Labor/Covington Highway (GDOL)

This Agreement specifies the programmatic and financial commitments being made by the Partner for the operation of *DeKalb Workforce Development One-Stop*. When appropriate, a Memorandum of Understanding (MOU) will be executed and become part of this Agreement by reference. MOUs will be executed for special projects and provisions not included in the RSA. It is understood by the Partner that this Agreement is not a contract; it does not legally obligate the Partner to the commitments described herein. Rather, this Agreement expresses good faith and intentions of the Partner to participate in and contribute to the program.

### **II. Resource Sharing Program Provisions**

#### **Georgia Department of Labor/Covington Highway**

The Georgia Department of Labor/DeKalb Career Center agrees to participate in *DeKalb Workforce Development One-Stop* in the following programmatic ways:

- a. Provide effective linkages between all of the Partner staff operating in the *DeKalb Workforce Development One-Stop* system; and provide linkages to other appropriate resources and services that are available at GDOL's office.
- b. Assign two staff members (1 employment service representative and 1 veteran specialist) with the necessary materials and software to provide core services



- (except UI benefits) to the *DeKalb Workforce Development One-Stop* at 774 Jordan Lane, Bldg # 4, Decatur, Georgia, and to provide directly, or provide access to, all of the services authorized under the Wagner Peyser Act, as well as services commonly provided to veterans. Such staff will also participate, as needed and available in the services provided in the resource room or computer center.
- c. Provide trainers and materials for short-term pre-employment seminars at the *DeKalb Workforce Development One-Stop* and at co-located sites, as needed.
  - d. The GDOL Center Manager and staff will participate in in-service staff training sessions designed to inform all *DeKalb Workforce Development One-Stop* staff about Partner programs and services when available. Provide the *DeKalb Workforce One-Stop* operator with printed materials (flyers, brochures, booklets, etc) that describe GDOL services and programs so that these can be distributed on an ongoing basis throughout the *DeKalb Workforce Development One-Stop* system. The GDOL Center Manager may also participate in the DeKalb Workforce Development One-Stop Managers' Quarterly Meetings.
  - e. Refer customers who indicate the need for intensive services and/or special services offered by DeKalb Workforce Development One-Stop on Jordan Lane, *DeKalb Workforce Development One-Stop* co-located sites and/or partner agencies, to such services as introductory computer and Internet training, micro-enterprise programs, *job search seminars*, resume writing seminars, financial literacy programs, *Dress-for-Success* programs and etc., utilizing the *DeKalb Workforce Development One-Stop* Partner Referral Passport.
  - f. Inform clients about the availability of financial literacy and stress management seminars.
  - g. Make accessible to all clients financial literacy and stress management.
  - h. Provide a representative to serve on the DeKalb Workforce Investment Board.



## **General Provisions:**

**Term** This agreement becomes effective July 1, 2013 irrespective of signature dates, and will expire on June 30, 2014, but may be renewed by all parties. The agreement will automatically terminate upon the repeal of the Workforce Investment Act of 1998 (WIA) or in accordance with this section. Both parties acknowledge that the undersigned signatures are authorized representatives of their respective agencies who may legally enter into agreements on behalf of the partner agency, and bind the respective partner agency for the duration of the agreement in the event that the signatory is no longer associated with the partner.

Reference to funds identified in support of this Resource Sharing Agreement is contingent upon receipt of those funds by the partners. Any partner may withdraw from this agreement in the event that funding is either eliminated or reduced such that the partner can no longer continue its participation in this agreement. Such withdrawal shall be effective upon written notification to the One-Stop Manager and/or Director of the lack of funding, or upon the vacating of the premises by the partner, whichever is later.

Any partner may withdraw from this agreement at any time by giving written notice of their withdrawal to the One-Stop Manager and/or Director at least 30 calendar days prior to the effective date of withdrawal. Upon the withdrawal of any partner, any continuing costs associated with this agreement shall be reallocated by the One-Stop Manager and/or among the remaining partners, this agreement shall be modified in writing accordingly.

Should any party in the agreement withdraw, the agreement remains in effect with respect to the remaining parties.

**Indemnification** DWD shall indemnify and hold harmless GDOL and their offices, directors, partners, agents, employees from and against any fines, suits, liabilities, proceedings, claims and damages.

GDOL is self-insured under the State of Georgia, Department of Administrative Services, Risk Management Division, against employer liability and tort claims, including comprehensive automobile liability, in the amount of one million (1,000,000) per person and three million (3,000,000) per occurrence; GDOL maintains workers' compensation insurance through the State of Georgia. GDOL is prohibited by the Constitution of Georgia from contracting to indemnify or hold harmless any individual or entity. Article VII, Sec. 4 Paragraph 8; Article III, Sec. 6, Para. 6, Constitution of the State of Georgia. GDOL will be liable only for personal injury or property damage caused by acts or omissions of its employees in the performance of this contract to the extent provided by the Georgia Tort Claim Act (O.C.G.A. Code Section 50-21-20 et seq.)



**Amendment** Amendment(s), as it relates, to Resource Sharing Agreements (RSA) should be submitted, in writing, to the One Stop Center manager within 30 days prior to the effective date(s) of any alteration(s) of the terms of the original Resource Sharing Agreement, as agreed by the respective partner agency and will be effective upon signature of all parties whose services will be impacted by the amendment.

**New Partners** After signing the RSA, new partners will be approved by a vote of current partners. Partners present at any meeting will constitute a quorum for the transaction of business.

**Termination** This RSA may be terminated upon mutual consent in writing. The RSA may be terminated immediately by either party for cause. Notice 30 days prior to the effective date must be provided for terminations for reasons other than cause.

**E-Verification** GDOL, as a state agency, must comply with the Georgia Security and Immigration Compliance Act of 2006 (OCGA 13-10-90, et. seq.)

**Point of Contact** At the time of execution, the following are the only staff authorized to execute this agreement on behalf of GDOL: Commissioner, Chief of Staff and Deputy Commissioner.

GDOL's point of contact for all other matters regarding this RSA is Judy Bryson.

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DeKalb County Workforce Development Department

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DeKalb Workforce One-Stop Center

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Georgia Department of Labor/Covington Highway



## Local Elected Officials' Agreement

Under provisions set forth in the Workforce Investment Act of 1998 (P.L. 105-220), the Local Elected Officials, the Chief Executive Officer of DeKalb County, Georgia, the Mayors of the Cities of Avondale Estates, Chamblee, Clarkston, Decatur, Doraville, Dunwoody, Lithonia, Pine Lake, Stone Mountain agree to the following:

1. DeKalb County, Georgia shall be designated the Grant Recipient/Administrative Entity for all Workforce Investment Act funds in the DeKalb County service area. As Grant Recipient, DeKalb County acknowledges liability for disallowed costs incurred under Workforce Investment Act Grants received by the County, and will arrange for staff to accomplish the planning, the accountability for and the administration of funds, the acquisition of contracts for this furnishing of training and all other WIA services, and to prepare reports on progress and results, both required by the Act and the State administering agency, and those described by the local Workforce Investment Board.
2. The Chief Executive Officer of DeKalb County, Georgia shall be designated the Chief Elected Official and as such shall be responsible as the signatory official for all required documents for Workforce Investment Act activities.
3. The Chief Executive officer of DeKalb County shall be responsible for activities assigned to the Chief Elected Official by the Workforce Investment Act such as appointment of the Local Workforce Investment Board.
4. In cooperation with the Local Workforce Investment Board the Chief Elected Official shall:
  - (i) Develop and submit a local plan to the governor
  - (ii) Select One Stop operators and providers of services
  - (iii) Conduct WIA program oversight
  - (iv) Develop a budget to carry out local activities
  - (v) Negotiate local performance measures with the Governor
  - (vi) Promote the participation of local employers in the statewide workforce system
  - (vii) Assist the Governor in developing a statewide employment statistics system
5. The Agreement shall remain in effect until terminated or amended.
6. This Agreement may be amended by a majority vote of the Local Elected Officials provided that the amendment has been submitted in writing to each Local Elected Official no less than five (5) days prior to the voting. Local Elected Officials shall submit their votes in writing to the Chief Elected Official.
7. Signatures  
It is understood that separate copies of this agreement may be signed by individual local officials and that all such signed copies together constitute a single agreement.

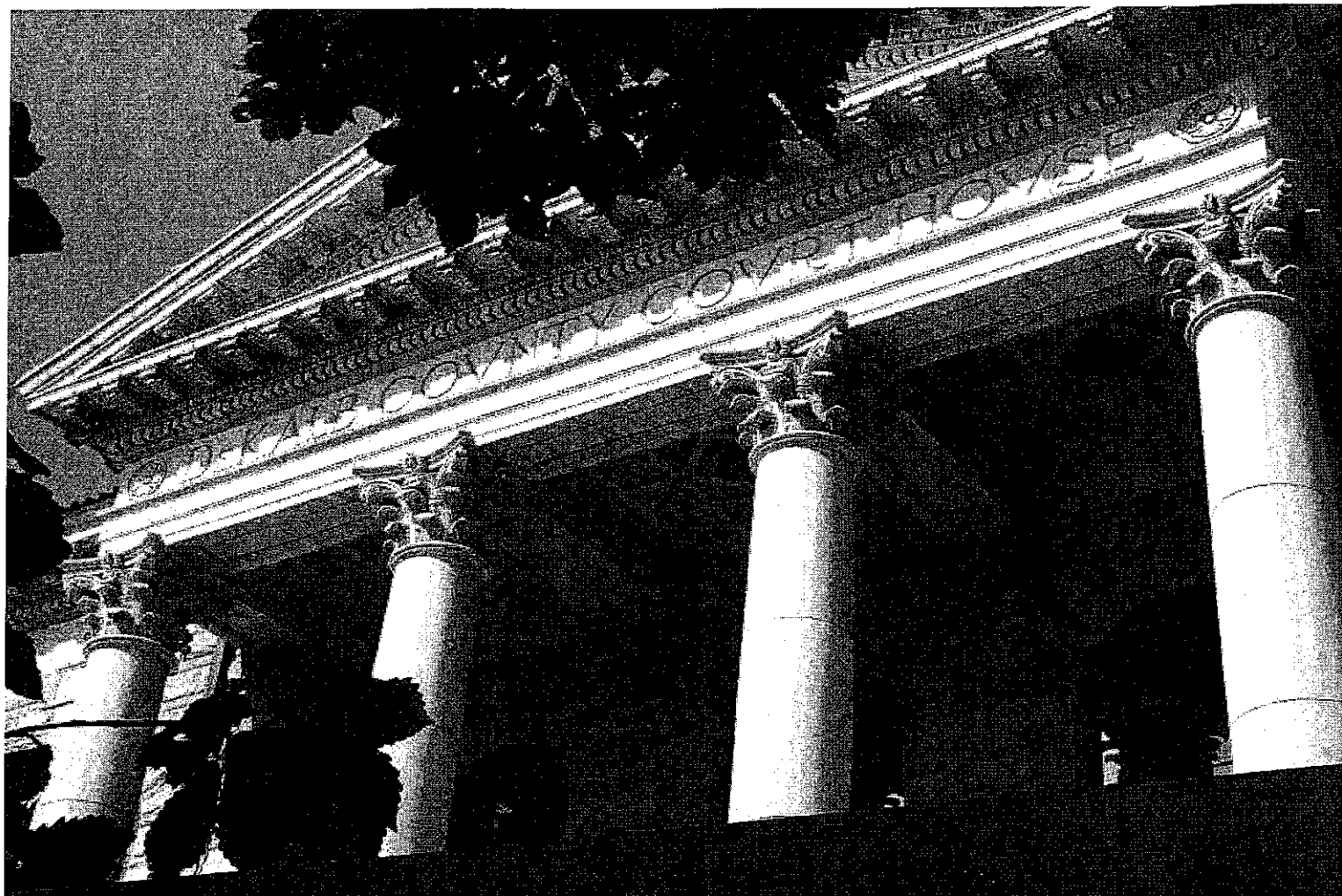
Signature on file  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Local Government





# DWD COMPREHENSIVE ONE-STOP BUSINESS PLAN



**DeKalb Workforce Development**  
*Where Workforce Comes Together*

**DEKALB WORKFORCE DEVELOPMENT**

774 Jordan Lane, Building 4, Decatur, Georgia 30033 • Phone: 404.687.3400 • Fax: 404.687.3443

[www.dekalbworkforce.org](http://www.dekalbworkforce.org)



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## **EXECUTIVE SUMMARY**

DeKalb Workforce Development (DWD) is a County department that is 100% funded by the United States Department of Labor (USDOL) through the Workforce Investment Act (WIA) of 1998. The organization is designed to carry out the day-to-day administrative and operational duties of the DeKalb One-Stop System governed by a Workforce Investment Board. DeKalb Workforce Development provides successful occupational skills training and employment opportunities, with measurable results, for the unemployed and underemployed jobseekers and youth of DeKalb County.

## **VISION AND MISSION STATEMENT**

### **Vision**

It is envisioned that DeKalb Workforce Development (DWD) strategically aligns efforts of the Workforce Investment Act purpose, which states:

“The purpose of the Workforce Investment Act of 1998 (WIA) is to provide workforce investment activities through statewide and local investment systems that increase employment, retention and earning of participants, and increase occupational skill attainment by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation.”

This will be achieved through the following goals:

Increase Employment – Continue to understand current and future workforce needs of the employers through our E3 (Education, Employment and Economic Development,) strategic alignment.

Increase retention and earning of participants – Continue through our special projects charter to look at skills upgrade opportunities such as the Certified Nursing Assistant (CNA) to Patient Care Technician (PCT) program and the Clinical Laboratory Technology Associate of Applied Science Degree program at Georgia Piedmont Technical College which yields a higher income.

Increase occupational skills attainment of participants – Continue to confer with employers of specific industry requirements and continue to assist with ensuring that the requirements correlate with the curriculum.

Reduce welfare dependency – Continue to paradigm shift individual understanding to “life-long learning” as deterrent to welfare dependency.

Enhance productivity and competitiveness of the Nation -



- To provide the delivery of training in a way that is accountable and accessible for job-seekers and businesses;
- To utilize information about quality, occupational trends, business needs and needed skill attainment in our decision-making;
- To advance the Business Relations Unit to become the focal point for our services and be the primary means of obtaining and providing information from/to the business community.

In efforts to achieve the above vision, the guiding principles are:

- Our customers include job-seekers, businesses, and all community partners seeking workforce information and/or services;
- Our customers will define quality service through their feedback;
- Our staff will provide quality services in a timely and positive manner;
- The System will include many connected access points utilizing common methods and shared resources with services tailored to meet the needs of individual communities, including a Mobile Career Center unit and web-based electronic registration system;
- To provide services and information to all customers based upon their informed choice and need;
- To be customer friendly, culturally competent and to embrace the international and limited English speaking community sufficiently;
- To be flexible to foster immediate and long-term skills development for job-seekers and businesses requiring assistance.

Our staff has conducted a comprehensive needs analysis to determine the programs that are in demand and will lead to re-employment within a reasonable time frame in high demand industries such as healthcare, energy, green industries, education, infrastructure, and other emerging industries. DWD hopes to allow for expanded customer choice with the offerings of these specialized programs.

### **Mission Statement**

The purpose of the Workforce Investment Act of 1998 (WIA) is to provide workforce investment activities through statewide and local investment systems that increase employment, retention and earning of participants, and increase occupational skill attainment by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation.

## **NARRATIVE OF CUSTOMER FLOW**

DeKalb Workforce Development's mission is to assist participants in attaining sustainable employment and wages. DeKalb Workforce Development successfully satisfies this mission through the development, implementation and monitoring of innovative program designs.



- To administer employment and training activities that will meet and/or exceed the National Performance Standards under the Workforce Investment Act.
- To forge strong business relationships that yield profitable results, leverage resources and provide collaborative execution.
- To entrust fiduciary management for forecasting and projecting funds in programs that supports the department's mission.

DeKalb Workforce Development administers various employment and training programs for Adults, Dislocated Workers and Youth, ages 14 -21. These employment and training programs/services are provided by a triage approach, utilizing the One-Stop Center delivery system...first Core Services, then Intensive Services and Training Services.

#### A. Core Services

Consist of activities such as:

- Determining eligibility to receive assistance under WIA Title I
- Outreach, intake and orientation to the information and other services available through the One-Stop delivery system
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs (child care and transportation and referral to other services as appropriate)
- Job search and placement assistance and where appropriate career counseling
- Provision of employment statistical information relating to the local, regional and national labor market areas and provision of performance information and cost information on eligible providers of training services, youth activities, adult education, post-secondary vocational rehabilitation, and
- Information regarding filing claims for unemployment compensation. All individuals can access "core" services through the DeKalb Workforce Development One-Stop center and affiliate partners.

#### B. Intensive Services

Provided to adults and dislocated workers who are not able to obtain employment or who remain underemployed after utilizing core services. An individual must have received at least one core service such as an initial assessment that determines that individual's need for these services.

Individuals may be employed but need these services in order to obtain or retain employment that allows for self-sufficiency. Intensive services may include:

- Comprehensive assessments of skill levels and need
- In-depth evaluation to identify employment barriers and appropriate employment goals
- Group and individual counseling and career planning
- Case management



- Short-term prevocational services that might include development of learning and communication skills and professional conduct to prepare individuals for unsubsidized employment
- Supportive services
- And development of an individual employment plan to identify employment goals, appropriate achievement objectives and services that will help the individual employment goals

#### C. Training Services

Training is available to the employed, unemployed adults and dislocated workers. An individual must have met the eligibility requirements for intensive services, received at least one intensive service, and determined to be unable to obtain or retain employment through intensive services, and in need of training services; have the skills and qualifications to successfully complete the selected training program; unable to obtain grant assistance from other sources such as PELL grants or Trade Adjustment Act or require WIA assistance in addition to other sources of grant assistance; or meet the priority of services established by the local workforce area. The training program is directly linked to the employment opportunities in either the local area in which they reside or in areas where they are willing to locate.

Training services are provided through Individual Training Accounts that allow adults and dislocated workers to purchase training services. Training services are intended to be provided in a manner that maximizes informed customer choice and may only be purchased through training providers that are on the State's list of eligible training providers (EPL). The EPL is continuously updated with the most current information on training programs and providers in order to give individuals a wide variety of training programs and occupational choices. A training program may consist of one or more courses or classes, or structured regimen that leads to a certificate or degree or the skills or competencies needed for a specific job or jobs or occupation(s). The eligible training provider list may be viewed at: The Provider Links Web site at Georgia Department of Economic Development, Workforce Division website.

For more information, see **Attachment I: One-Stop Customer Flow Chart**

## PARTNER FLOW OF SERVICES & SERVICE DELIVERY STRUCTURE

DeKalb Workforce Development coordinates with partners by holding quarterly management meetings. These meetings offer an opportunity to share agency service information and provide customer referrals for services not available at the center. Should job seekers need partner services that are not available at the One-Stop Center, referrals are made using the Partners Passport Referral Card to the appropriate Partner Agency. The One-Stop System also uses the following methods to coordinate with various partners:



- Quarterly partners meeting
- Semi Annual Partners Expos
- WIA Metro Atlanta Consortium – Due to the collaboration built from the consortium, DWD's Business Relations Unit is constantly working along-side with other WIA Metro Atlanta workforce agencies to provide a wider pool of candidates to employers in the metro area.

In the light of the current economic climate, DWD has collaborated with the Georgia Department of Economic Development, Workforce Division to assist with rapidly increasing business layoffs and workforce reductions. As a result, these reductions have lead to an influx in the number of foreclosures, due to displaced workers. In that, DWD is experiencing a greater demand for Occupational Skills training, work readiness services (i.e. Resume Writing, Interviewing, Personal Branding & Networking) and support services.

Several Partner's are co-located at DeKalb Workforce Development to provide services to customer at One-Stop Center on a full time basis. Should the job seeker require services not available at the One-Stop Center, a referral using the Partners Passport Referral Card is utilized.

DeKalb Workforce Development is a consortium of entities that includes at least three or more of the required One-Stop partners. There is a history of strong community partnership. The One-Stop operator as a consortium is another example of the collaboration and partnership evident in DeKalb County.

DeKalb Workforce Development was designated to carry out the day-to-day administrative and operational duties of the DeKalb One-Stop System. These activities include the administrative functions and support of the Workforce Investment Board as well as the operational duties described below:

- Coordinate Partner resources (WIA and non-WIA) and establish joint processes and procedures that will result in a comprehensive integrated and seamless array of education, human service training, employment and other workforce development services.
- Encourage a partner's business process and consistent service delivery throughout the One-Stop System.
- Ensure all job seekers, persons with disabilities, incumbent workers and future member to the workforce have access to a set of core services at the comprehensive One-Stop Center and affiliate sites and Partner Agencies' services through the utilization of the Partners Referral Form.
- Promote the integration and coordination of WIA and partners' services throughout the One-Stop System. This action will include frequent visits to



satellite centers and partner locations to view activities, assess the progress of service integration and assess the utilization of the Partners Referral Form.

- Conduct quarterly meetings with the One-Stop and Partner Agency managers to discuss operational issues, customer flow, customer referral and service integration issues.
- Submit monthly statistical and program operational reports to the WIB reflecting performance toward meeting the annual performance measures.
- Host Bi – annual, Partner Services Expos (spring and fall Expo), with adjustments made as necessary.
- Conduct adult education and literacy classes, i.e.: (Basic Computer, Internet, Intermediate, Interviewing Skills, Personal Branding, Networking and Resume Writing.)
- Provide current job search and job placement information
- Provide oversight of One-Stop Partners MOU
- Track and monitor data of participant activity

DeKalb Workforce Development has a signed Memorandum of Understanding (MOU) with DeKalb Workforce Investment Board.

The purpose of this Memorandum of Understanding (MOU) is to establish an agreement concerning the services to be performed by DeKalb Workforce Development as the One-Stop Operator. DWD One-Stop Operator will oversee and coordinate the day-to-day operations of DeKalb Workforce Development One-Stop. DWD One-Stop Operator will serve as a catalyst to develop and maintain a consortium of partner collaborative network of organizations that provide employment, training, and human resource services to individuals and businesses.

For more information, please see the **Policy Manual - Memorandum of Understanding (MOU)**.

In addition, DeKalb Workforce Development has a signed Resource Sharing Agreement that provides the framework for key local partner commitment regarding the allocation and sharing of operational costs and resources for the DeKalb County Comprehensive One-Stop System. These organizations, also referred to as partners, share program resources and contribute to the on-going operations of DeKalb Workforce Development as outlined in the Resource Sharing Agreements and Memorandum of Understanding. Partner organizations include: DeKalb County Chamber of Commerce, Housing Authority of DeKalb County, DeKalb Family and Children Services, DeKalb Technical College, Georgia Perimeter College, Georgia Department of Labor, GDOL/Vocational Rehabilitation, Goodwill of North Georgia, Inc., Jewish Family & Career Services, and Partnership for Community Action, Inc.

For more information, please see the **Policy Manual - Resource Sharing Agreement (RSA)**.



This collaboration provides a “seamless” network for One-Stop partners to provide service programs that fall under Core, Intensive, and Training Services affiliated with DWD physical center and provides easy access to all sectors of the County’s population.

On-site Partners	
Required Partners	Services Provided
<b>1. Georgia Department of Labor</b> Tuesday, 8:00 a.m. – 4:00 p.m. Wednesday, 8:00 a.m.-12:00 p.m. (Veteran) <a href="http://www.dol.state.ga.us/">www.dol.state.ga.us/</a>	The GDOL provides Intensive Services-Assessments, Career Counseling, Labor Market Information, Initial Assessment, Re-Employment Services, Job Search Activities, Information & Referral, Veterans Employment Services and Information on filing UI claims online.
<b>2. Georgia Piedmont Technical College</b> (On-site GED Program) <a href="http://www.gptc.edu">www.gptc.edu</a> 404-297-9522 Monday – Wednesday, 9:30 a.m.-2:00 p.m.	GPTC provides training/referral to ITA and On-the-Job Training.
<b>3. Job Corps</b> Monday - Friday, 8:00 a.m. – 4:30 p.m. <a href="http://atlanta.jobcorps.gov">http://atlanta.jobcorps.gov</a> (404) 892-7888	Job Corps provides free education and training programs that helps young people learn a career, earn a high school diploma or GED, and find and keep a good job.
<b>4. DeKalb Vocational Rehabilitation</b> <a href="http://www.gvra.ga.gov">www.gvra.ga.gov</a> (404) 298-4900 Fourth Wednesday, 9:00 a.m. – 12:00 p.m.	The DeKalb Vocational Rehabilitation provides Counseling & Guidance, Postsecondary Support, Supported Employment, Work Readiness Training, Work Adjustment, Vocational and Technical Training, On-The-Job Training, Deaf and Blind & Deaf Training
<b>5. Goodwill of North Georgia, Inc.</b> <a href="http://www.goodwillng.org">www.goodwillng.org</a> 404-728-8630 Friday, 9:00 a.m. – 12:00 p.m.	Goodwill provides tools to assist in finding a job by offering labor market information, job-search resources, helps with writing professional resume and cover letter, provide access to employment opportunities, delivers hands-on skill training, and so much more



Virtual Partners	
Required Partners	Services Provided
<b>1. Department of Family and Children Services (DFCS)</b> <a href="http://www.co.dekalb.ga.us">www.co.dekalb.ga.us</a> 404-370-5000	DFCS provides access to Supportive Services, Case Management, Follow-up Labor Exchange, TANF and Food Stamps
<b>2. Decatur Housing Authority</b> <a href="http://www.decaurhousing.org">www.decaurhousing.org</a> 404-373-4491	The Decatur Housing Authority provides services to Seniors, Family and Youth; including disability and energy assistance
<b>3. DeKalb County Chamber of Commerce</b> <a href="http://www.dekalbchamber.org">www.dekalbchamber.org</a> 404-378-8000	DeKalb County Chamber of Commerce can recommend and provide resources through our partnership and affiliations that can assist you with business plans, business administration, business regulations, starting a small business, as well as guide you to licensed businesses for your area, and much more
<b>4. DeKalb County Housing Authority</b> <a href="http://www.decaurhousing.org">www.decaurhousing.org</a> 404-270-2500	Services offered include housing assistance programs and services to meet the needs of the City of Decatur and provide for its growth and development and to assist individuals and families at varying levels of income
<b>5. Jewish Family &amp; Career Services</b> <a href="http://www.jewishatlanta.org">www.jewishatlanta.org</a> 770-677-9463	JFCS under Title V; provides Older Worker Program, Job Readiness Training, On-the-job Training and access to other E&T program for adults
<b>6. Partnership for Community Action, Inc.</b> <a href="http://www.pcaction.org">www.pcaction.org</a> 404-929-2433	Partnership for Community Action provides Adult Education/GED, various workshops and utility assistance
<b>7. Georgia Perimeter College</b> <a href="http://www.gpc.edu">www.gpc.edu</a> 678-891-2300	Georgia Perimeter College is a two year college granting degrees in the following Health Sciences areas: Health Information Administration, Medical Technology, Nuclear Medicine, and Radiation Therapy
<b>8. DeKalb County Office of Economic Development</b> <a href="http://web.co.dekalb.ga.us">http://web.co.dekalb.ga.us</a> 404-687-2730	The DeKalb Office of Economic Development is a "one stop shop", offering a wide range of services that facilitate the success of small business including: Dedicated Project Manager, Demographic Research, Incentive Design, Workforce Development, Tourism, Ombudsman, Site Selection, Coordinated Infrastructure and Access Requirements, Unify Aspects of Existing Public and Private Service Providers and Small Business Retention & Expansion.
<b>9. MARTA</b> <a href="http://itsmarta.com">http://itsmarta.com</a> 404-687-2730	Mobility is an advanced customer initiated reservation service. The service is obtainable on the same days and hours as the regular bus and rail service. Individuals having mobility limitations may call MARTA's Eligibility and Certification staff at (404) 848-5000 for information about the service or to request an ADA Eligibility Application. Once application has been completed and individual is certified; he or she may call to schedule pick-up and drop-off to desired location. DeKalb Workforce Development located at 774 Jordan Lane, Bldg # 4, Decatur, Georgia 30033; resides within the MARTA ADA designated area.



***Native American programs;***

DWD has not had the opportunity to provide services for Native American since this population sector does not traditionally represent DeKalb residents. Should the need to service the Native American population arise, the need would be met in coordination with GDOL and Georgia Department of Economic Development, Workforce Division.

***Migrant and seasonal farm workers programs;***

DWD has not had the opportunity to provide services for Migrant and Seasonal Farm Workers since this population sector does not traditionally represent DeKalb residents. Should the need to service the Migrant and Seasonal Farm Workers population arise, the need would be met in coordination with GDOL and Georgia Department of Economic Development, Workforce Division.

***Veterans' Workforce;***

DWD provides a Priority of Services to all Veterans in accordance with the Job for Veteran Act of 2002 and Training Employment Guidance Letter (TEGL) 10-09; implementing Priority of Service for Veterans and eligible Spouses

## **PLAN OF ACTION – INCREASED ENROLLMENT & USE OF FACILITIES**

DeKalb County currently has one comprehensive One-Stop Center which is the DeKalb Workforce Development, located at 774 Jordan Lane, Building, Decatur, Georgia, 30033.

In addition, the Georgia Department of Labor staff assigned to the One-Stop Center provides job search assistance, job referrals, and referrals to other GDOL services. The Georgia Department of Labor, Vocational Rehabilitation, Education Opportunity Center, and Georgia Piedmont Technical College assist customers by providing information and minor assistance at the One-Stop Center. The Partners' Referral Form will be utilized at the various locations of partners then collected to assure that the referral system is working. Other partners that provide core and intensive services include Goodwill of North Georgia, Inc., Job Corps, and Jewish Family and Career Services. Other vendors will be added or deleted as appropriate.

DeKalb Workforce Development and the Georgia Department of Economic Development, Workforce Division provides Rapid Response services for dislocated workers affected by major layoffs or plant closings.

Intensive Services are provided at the DeKalb Workforce Development Agency. These services include in-depth assessment, employability plan development, Individual/career counseling, case management, training referrals, and referrals to other services as deemed appropriate.



In order to address the demand for skilled workforce DeKalb Workforce conducted a comprehensive needs analysis to determine the programs that are in demand and will lead to re-employment within a reasonable period in high demand industries. The results included occupations in healthcare, energy, green industries, education, infrastructure, and other emerging industries. DWD hopes to allow for expanded customer choice with the offerings of these specialized programs.

In the coming years, employment will rise fastest in the nation's professional and business services. Hospitality, transportation and warehousing, and health services also will see substantially above-average employment gains. Manufacturing employment will continue its prolonged decline; however, the manufacturing sub-sectors with the best immediate prospects for job stability include machinery, fabricated metal products, nonmetallic mineral products, and petroleum and coal products. Sub-sectors that will continue to shed jobs include apparel, textiles, wood products, computer and electronic products, transportation equipment, chemicals, and plastics.

In an effort to combat the demand for skilled workers, DWD will actively recruit dislocated workers with transferable skills and youth in the fields of healthcare and energy. We will also look for nontraditional workers and college students. DeKalb Workforce will tailor our recruiting strategy by consulting with key contacts about timing and strategy issues. Strategies include recruiting the following:

- Dislocated Workers
- Actively recruit dislocated workers from industry's for whom skills may be transferable.
- Create training programs with local providers, which enhance current skills and upgrade necessary skills.
- Attend Rapid Response Dislocation sessions to encourage workers to consider training.
- Hold informational sessions at magnet schools, which focus on science, mathematics, and technology.
- Achieve a level of proficiency in science, technology, engineering, and mathematics that affords all participants the necessary knowledge and skills to be STEM (Science, Technology, Engineering, and Mathematics) literate, be prepared for post-secondary education, have successful careers, and advance the economy of the state through customized training.
- Hire students for cooperative education, internships, summer or part time help in healthcare and energy workplaces.
- Introduce Work Experience Programs to mimic "real world" working conditions



- Encourage participation by non-traditional (men in field of healthcare; women in nuclear energy) by incentivizing participation in programs.
- Expand our recruitment sources to include job training programs and community-based organizations, pre-apprenticeship programs, and secondary and vocational education systems.

DeKalb Workforce Development will continue to provide direction and resources to upgrade the skills of workers, job seekers and youth in order to prepare them for future career success.

## REFERRAL SYSTEM – ITA TRAINING & USE OF SERVICES

The DeKalb WIB participates in a regional approach to the local ITA system under a contractual arrangement with the Atlanta Regional Commission. The items addressed below are unique to both the local area and the regional workforce area.

ARC, as agent for the ARWB, with input from two participating LWIBs, solicits bids through a public invitation process by posting of a training provider application on the ARC website. The Georgia Department of Economic Development, Workforce Division website also directs interested applicants to the ARWB as well as the ARWB website application. On this site, providers can access the application and guide to become an Eligible Provider. Furthermore, in an effort to expand the industry offering among service providers and in response to the local economy, DWD through the procurement process, will give public notification via the local media, newspaper, and /or public posting for job training services for adult and dislocated workers. Letters of notice of application are forwarded to any agency that requests to be placed on a bidders list. The solicitation is an open competitive bid. A link to the provider application will be placed on the DWD website.

ARC prepares summary reports on evaluation of training provider applications and submits to the Regional ITA Committee for approval. Information is transmitted electronically to the GDOL for approval. Following State approval and listing of eligible providers on the State list, LWIBs are responsible for rejecting/restricting use through local policies and parameters. ARC provides letter notification to State-approved training providers. If a training provider is rejected during the initial ARC review and subsequently appeals, ARC will utilize the Regional ITA Committee in the appeals process. Any appeals based on local policies will be handled by the individual LWIB.

Also included are pre-award visits to new providers, verification of performance information (including GeoSolutions reporting), employee interviews, participant/ student interviews, etc. State WIA performance goals, regional goals and ARC goals are reviewed against provider performance outcome goals. UI Wage Reports may be used to verify employment, employment dates, and wages letters/electronic responses are forwarded to training providers who fail to submit adequate information and applications may be reviewed upon submittal of additional



information. If fraudulent or faulty information is received, the application is denied and an appeal ensues, the Regional ITA Committee hears the appeal.

Moreover, DWD management team is charged with keeping the board updated through methodology and statistics in the Metropolitan Atlanta on employment training data. This information includes but is not limited to, occupational industry outlook, school accreditation, and transportation data, employment trends in DeKalb County and Metro-Atlanta, and WIA provider performance standards.

Aggrieved providers of unapproved training programs will be required to follow the procedures established by the ARWB. Aggrieved DeKalb ITA job seekers will be required to follow the procedures described in detail in Section VII.1. In summary, each ITA customer as a part of the standard ITA process signs and takes with them a copy of the formal grievance procedure. This procedure emphasizes that no person shall be excluded from participation in any program or activity funded under WIA on the basis of race, color, religion, sex, national origin, age, disability, or political affiliation. The name and address of the DWD EEO Officer to file the grievance with is listed along with the contact information to file discrimination complaints to Georgia Department of Economic Development, Workforce Division.

ARC requires that each provider's performance meet and/or exceed established ARC performance measurement goals. If the goals are met, the training provider agreement continues. For providers that do not meet minimum performance, providers are given a 30 day pending "Hold" status, in order to submit verifiable information regarding job-seekers' performance. For new providers a "limited slot" requirement is instituted. Under this restriction, a limited number of job seekers are allowed to attend the provider's training; however, once the number has been reached, no other job seekers may attend training until a review of performance is conducted. Depending on the results of the review, the limited slots requirement is lifted or continues until performance is met. If the review determines that the provider's status has changed, i.e., moved location, termination business, etc., an immediate notification is provided to Georgia Department of Economic Development, Workforce Division

Procedures for review and approval of additional programs and price changes for approved training providers are provided in the Training Provider Agreement. Submittal of program changes/additional programs/price increases are reviewed by the ITA Committee and if approved, transmitted to the Georgia Department of Economic Development, Workforce Division. For requested programs not associated with demand occupations, training providers submit the items listed above and three statements from employers verifying they would employ an individual who completes training.

DWD facilitates onsite monitoring, independent of ARC performance monitoring. DWD, also, administers a desktop review of Eligible Provider's providing services to DWD customers and determines performance outcomes compared against DWD performance measurements (i.e. entered employment, retention, average earnings change, and other common measures). Quarterly Eligible Provider forums and site visits are also conducted by DWD. In addition, DWD



participates on the Atlanta Regional Commission review panel that approves new eligible provider/programs as well as their quarterly eligible provider meetings.

ARC, as agent for the ARWB, is responsible for a regional eligible training provider/individual training account (ITA) system and contracted with ARC to provide services, such as application review and evaluation, reference and performance checks, monitoring, reporting, etc. Each LWIB is responsible for developing local policies and parameters, approving local training providers, executing a training provider agreement, maintaining a participant tracking system, and maintaining financial obligations versus expenditures of the ITA system. Regional meetings are held bi-monthly and include an agenda item regarding ITA providers. Each metro WIB is provided a reporting of performance for all metro area-training providers in addition to providers with local WIB enrollments. Any discrepancies or potential problem areas are highlighted in the reports to the individual WIBs.

All policies regarding ITAs are discussed by the Regional Committee and presented to the respective boards for approval. In most cases, regional policies are the same for tuition and support.

DWD has Intensive Service Policy in place, which allows for WIA to support occupational training by non-ITA training vendors. This offers more flexibility and choice to both the customer and provider. The customer has more programs and school choice while the provider has more access by providing WIA supported employment-training services.

A job seeker determined eligible for WIA training services may select a provider from the State-approved listing after consultation with a WIA career advisor. If a job seeker receives career advisement and support services and the program of study is funded by Pell/HOPE funds, the ITA policies will apply. Access to the eligible provider listing is provided through the One-Stop System, through website. Job-seekers are encouraged to review on-line information as well as handouts including web addresses and on-line resources during WIA Orientations, ITA Intake Sessions, drop-in visits to the Career Resource Centers and on the DWD website where customers can print the information and follow-up directly with a DWD staff person for questions or elect to e-mail their inquiry via the website.

Priority for Intensive and Training Services will be given to individuals who have met the minimum eligibility, but have one or more characteristics that often act as barriers to employment or other factors that may limit an individual's ability to seek and maintain employment.

All dislocated workers must also be determined to be in need of additional training or services and unlikely to return to their previous occupation or industry without additional training. Individuals who have quit their jobs or have been separated for cause will not be considered for dislocated worker training services during periods of limited funding.

Training funds are generally used to build on existing skills. If an individual can be trained for a quality job more quickly and economically by building on existing skills first, that may take



precedence over training the individual for an entirely new occupation. The job-seekers interests, the demands of the labor market and limited training dollars are considered.

"In need of training" will be the summary result of the assessment information, labor market analysis, and review of the desired training course to establish that the customer's likelihood of securing and/or maintaining regular full-time employment will be significantly improved with additional skills obtained from training. Customers applying for training services with recent training or attainment of a recognized technical school certificate, college degree or diploma (2 years or less) may not be considered "most in need" of training services. This is particularly relevant for job seekers with recent training or education in areas considered "in-demand".

An individual may demonstrate ability to successfully participate in training by meeting all entry level criteria for a specified training program; being accepted by the school and/or program without conditions; having a training plan that indicates the individual has a reasonable likelihood of successfully attending and completing desired training and securing training-related employment upon completion of training. At a minimum, the training plan should address issues that affect the individual's ability to attend/complete training such as: availability to attend classes offered (time and/or location of training); need and likelihood of part-time or interim employment while attending training; other financial support mechanisms (how is the individual going to live while in training?) such as unemployment benefits, public assistance, severance pay, other family member employment income and support; and an indication that assessment results indicate a match between the individual's interests and aptitudes for the training area and training related occupations.

The training plan must also address other occupational or industry related criteria that may preclude an individual from securing employment. Some examples may include driving record for individuals interested in commercial truck driver training; felony conviction or patterns of arrest or conviction for some positions with education or childcare settings; clean criminal background check for positions with the aviation industry, etc.

Job-seekers may be required to demonstrate that current job openings exist, and/or are projected in the region for occupational clusters that have been the target of major layoffs or pending announced layoffs. Job seekers may be required to assist with researching employment options related to their desired training and provide reasonable verifiable information concerning job openings and/or documentation that the job seeker has a bona fide job offer pending the completion of specific training activities. An example might include requests for training in the telecommunications area. Due to large recent layoffs, the training request would need to indicate that viable job openings are available and that the job seekers have the necessary experience to compliment the proposed training to qualify for the available openings.

Individuals must demonstrate that they have applied for federal and state financial aid with schools or organizations that received federal or state financial aid. A copy of the application or notification of financial aid must be presented or verified electronically. Individuals who have



recently applied for assistance, but have not received notice of award, may be approved to begin training with WIA funds. They will be required to provide a copy of the award within 45 days of the beginning of training or before the start of the next registration period for continued training, or prior to the issuance of an additional voucher for training/training expenses.

GeoSolutions is utilized to track customer activity, both programmatic as well as financial. Obligations and cost commitments, as well as expenditures are tracked through GeoSolutions specifically the WIA/TAA Tracking Reporting System (TRS). GeoSolutions tracks enrollments and performance outcomes. GeoSolutions reports are run monthly to determine enrollments and performance results for training providers and reports are utilized during quarterly reviews. Reports are made available to all workforce boards during monthly meetings. Independent of GeoSolutions tracking, ITA employment training fiscal activity is tracked by internal individual case managers and master ITA expense tracking spreadsheets. These expenditures are reconciled in weekly meetings with the finance team. The ITA case management activity is tracked and managed through DWD's internal case management system.

Service to individuals who do not reside in the area: Priority for training and support services will be given to residents of the DeKalb County service area for adult, youth and dislocated worker applicants. Services for dislocated workers will also be given to employees of companies whose place of employment is/was within the DeKalb County service area.

Financial & Duration Limits: Training and intensive services will not exceed 2 years for a training, certificate or degree programs. The total cost of a training program with duration 1 year or less shall not exceed \$5,000.00. The total cost of a training program with duration beyond one year shall not exceed \$8,000.00.

Demand Occupations – Customers will be directed to utilize a Demand Occupations List created by local workforce boards as a guide for selecting demand occupations. The listing is a guide which is not all inclusive. DWD may approve intensive and training services in additional occupations in which demand occurs based on research and the rapidly changing employment market.

Eligible Provider List –DWD will utilize training providers on the Georgia Department of Economic Development, Workforce Division website which lists the eligible training providers approved for Individual Training Account applications for training. On a limited, individual basis, DWD may approve intensive service or training funds for training at providers not on the Georgia Department of Economic Development, Workforce Division Eligible Provider list in accordance with our Intensive Service Policy.

It is the policy of the DeKalb WIB that WIA funds are considered last in order of availability for training funds. Job-seekers are encouraged to investigate alternate funding sources, with the exception of incurring personal debt, during their search for training and/or schools. Tuition at some training institutions is much higher than the maximum WIA amount approved by the WIB.



When a job seeker has chosen a school with higher tuition, a Career Consultant will encourage a job seeker to look at schools providing similar training at less cost. If none are available, or a job seeker insists on the higher tuition training, the Career Consultant will require a financial plan that describes how the balance of the tuition will be covered if WIA is approved for a portion. Frequently, Pell or other Federal loans/grants will be used. Occasionally, job seekers will pay the balance out of personal funds or loans.

## **RESOURCE SHARING**

### **Leveraged Resources**

The workforce system in DeKalb County encompasses many partners and agencies serving a wide array of customers. There are Five access points within the County: Two GDOL Career Centers (which offer specialized services to Veterans, public assistance recipients, and offenders); One DFACS office (which provides specialized assistance to public assistance recipients and limited English-speaking customers); One Goodwill office (which provides specialized services to persons with disabilities and TANF recipients); and the comprehensive One-Stop Center located in Decatur (which is widely recognized throughout the County by many agencies). In addition, the public housing authority and partners providing literacy programs, resettlement services and services to older workers are all well informed of WIA services available to their customers. In addition to the ongoing relationship with the Drug Court to offer services to formerly incarcerated individuals, DWD has collaborated with private organizations that provide drug rehabilitation and re-entry services.

The DWD One-Stop Center has a Senior Advocate who provides a variety of services for seasoned workers. The following services are included: customer assessments, job referrals, limited supportive services (transportation-weekly MARTA/Gas card), and referrals to partner agencies that may assist with utilities, pantries and clothing. Referrals are also available for basic computer and Internet classes to help seniors keep skills up-to-date and relevant in today's employment market. Additionally, all of the Core, Intensive, and Training services offered through the One Stop are also available for eligible older workers.

DeKalb Workforce Development provides information regarding services available through WIA and the One-Stop System at the Lou Walker Senior Center. In addition, DeKalb Workforce Development hosts a semi-annual Partner's Expo for its customers to leverage services offered through other agencies.

The WIB is considering ways to increase access for the international community by working with international organizations that will assist with developing alternative access points and/or resource centers, which are multi-lingual, in parts of the County with the largest concentrations of immigrant/refugee populations.

Online Training is now an option for selected eligible WIA Adults, Dislocated Workers and Youth. DeKalb Workforce Development may approve distance learning on a case-by-case basis when the participant meets the conditions and requirements set forth in the Distance Learning



policy and the participant appears to have a high possibility for successfully completing the training. An assessment checklist is used for appropriateness. A Distance Learning Request form is used to determine whether the participant has the technology skills and the equipment necessary to successfully complete the required courses and earn a credential leading to employment.

DeKalb Workforce Development orientation videos are available on DWD's website for self-assisted use. The website provides information regarding job fairs, job announcements, career development workshops, GA Work Ready, newsletters, ITA packet and other training related information ([www.dekalbworkforce.org](http://www.dekalbworkforce.org)).

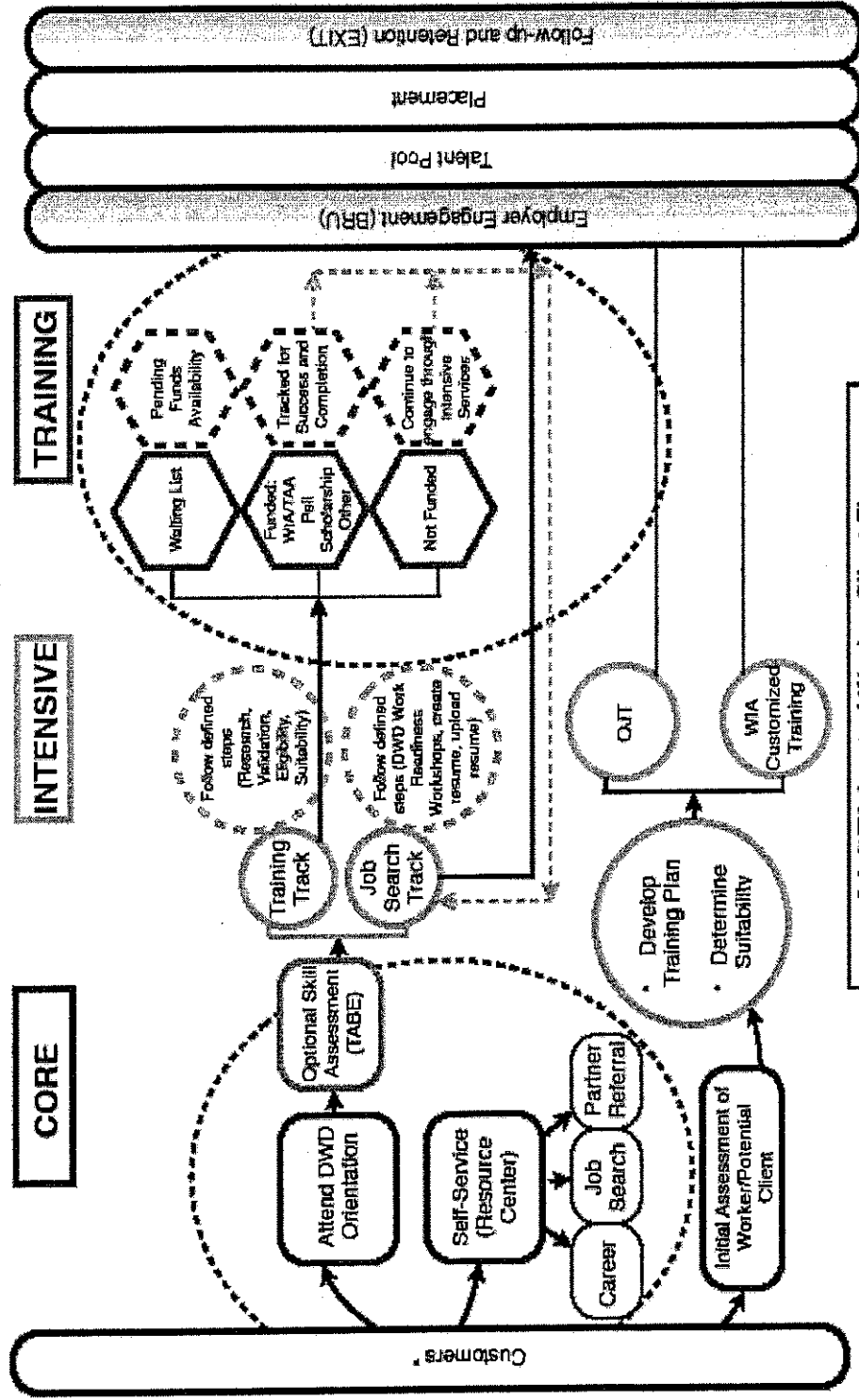
### **Community Outreach**

DWD's Mobile Career Center has made services increasingly more accessible to DeKalb residents. The Mobile Career Center is a state-of-the-art, fully accessible, computer lab. The center provides the latest in workforce and job skills development services for little or no cost. An outreach approach is used to assist DeKalb County citizens in finding employment by providing streamlined work ready services. Customers are able to view a video orientation describing the services offered and how to access them. The major features are thirteen (13) computer stations, an employer interview area, high-speed satellite Internet connection, a fully accessible ADA workstation with movable table, auxiliary equipment, and other customized features. Residents are kept apprised of the Center's location schedule and offerings through the County's legal organ, The CrossRoads newspaper. The Center regularly frequents libraries, DFACS offices and other public venues within DeKalb County to foster convenience for DeKalb residents.



# ATTACHMENT I

## DWD One-Stop Customer Flow



### Adult/Dislocated Worker Client Flow

\* Veteran Receive Priority of Services  
 - - - - - Referrals are made to partner services  
 - - - - - Supportive Services are available

Revised on: 11/02/2012



## Adult & Dislocated Worker Eligibility

### Eligibility for Adult:

Adult Core, Intensive, and Training Activities under Title I of the WIA Activities will include all services to eligible candidates, at least 18 years of age, who are residents of DeKalb County, U.S. citizen or eligible non-citizen, registered with selective service (if applicable) and for adults defined as "low-income" according to the **"Six-Month Low Income Guidelines."**

Program Years 2013 – 2014 Six-Month Income Guidelines for WIA Low Income Level Figures Effective April 2, 2014		
Household Size	WIA Low Income Levels	Metro2 200% LLSIL
1	\$ 5,835	\$11,670
2	\$ 7,865	\$15,730
3	\$ 9,895	\$19,790
4	\$ 11,925	\$23,850
5	\$ 13,962	\$27,924
6	\$ 16,327	\$32,654
7	\$ 18,692	\$37,384
8	\$ 21,057	\$42,114
For each over 8 Add:	\$ 2,365	\$4,730

### Eligibility for Dislocated Workers (DW):

Participants eligible as Dislocated Workers must either be a resident of DeKalb County or dislocated from a DeKalb County employer. Additional eligibility requirements for the Dislocated Worker program include:

- a. Has been terminated or laid off, or who has received a notice of termination or layoff, from employment;
- b. Has been terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at a plant, facility, or enterprise;
- c. Was self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as result of general economic conditions in the community in which the individual resides or because of natural disasters; or is a displaced homemaker. The term "displaced homemaker" means an individual who has been providing unpaid services to family members in the home and who:



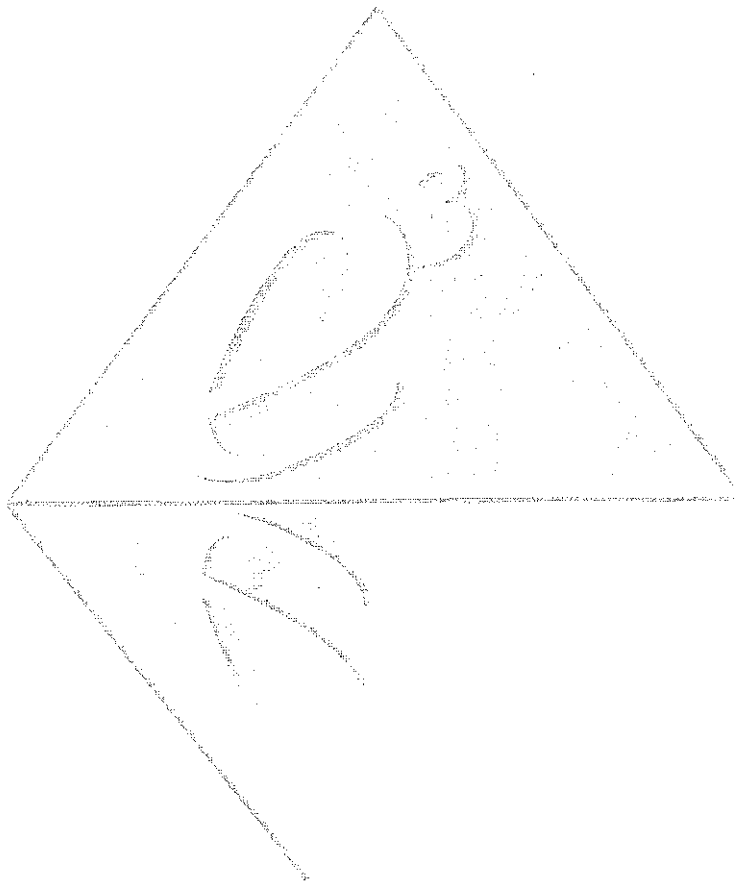
- a. has been dependent on the income of another family member but is no longer supported by that income and;
- b. is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.



ATTACHMENT IV (A, B & C)



DeKalb Workforce Development  
*Where Workforce Comes Together*





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## Mission Statement

*The Mission for DeKalb Workforce Development is to be a catalyst in the economic health of DeKalb County for its citizens and residents by providing a seamless one-stop operational approach to workforce development and training by forging strong relationships with our partners, communities and businesses.*

**Department:** Workforce Development

**Department Head:** Sheryl B. C. Stone

**Telephone Number:** 404/371-6354

**1. Total Number of Employees:** 39

a. Non-managerial Employees: 34

b. Managerial Employees: 5

**2. Total Number of Customer-Facing Employees:** 39

a. Non-managerial Employees: 34

b. Managerial Employees: 5

**3. Number of Employee Completions for the following mandatory classes**

a. Non-managerial Employees:

i. New Employees Orientation: 16

ii. Customer Service 202: 20

iii. Success On The Front-Line: 24

iv. Accountability: 16

v. Ethics Count: 19

vi. Time Management: 6

b. Managerial Employees



- i. New Employees Orientation: 3
- ii. Customer Service 202: 4
- iii. New Supervisors Workshop: 4
- iv. Performance Management Program: 5
- v. Accountability: 4
- vi. Ethics Count: 4

#### 4. Department's Customer Segments

- a. External Customers (List types, estimated number of each and key needs)

Customers	Estimated Number	Key Needs
Businesses ( <i>Inclusive of First Source Contractors</i> )	300	Recruitment services
Job Seekers (On-site visit)	25,800	Employment and training opportunities
Job Seeker (Website visit)	11,300	
Partner Agencies	23	Collaboration of services to better serve customers
Training Providers	40	Participant(s) enrollment for occupational training
State and Federal Officials	30	Assist in better utilizing grant funds to offer employment and training services to the underemployed and unemployed
WIA Youth (ages 14-21)	850	Academic remediation, advisement, employment services and career development services
WIA Local Agencies (Atlanta Regional Commission, Atlanta, Cobb, and Fulton)	19	Collaboration of services to better serve local/WIA customers
DeKalb County Chamber of Commerce	1	Assist with small business development needs



b. Internal Customers (List types, estimated number of each and key needs)

Customers	Estimated Number	Key Needs
Board of Commissioners	7	Approval of receipt of grant funds. Labor Market information, employment and outreach services
Directors/Deputy Directors	40	Provide work sites for Summer Youth Employment and DWD provide youth workers
Economic Development	6	New Businesses/New hire recruitment/training
Purchasing and Contracting	8	Work in collaboration to ensure compliance of First Source Ordinance by recipients of County contracts and grant funds

**5. Customer Service Goals and Objectives in 2014 Department Budget**

DeKalb Workforce Development's goal is to reduce customer service complaints by 5%  
Our improvement plan includes the following process improvement strategies:

- "Fast-track" ITA Process-Reduce eligibility processing time from approximately 8 weeks to 2 weeks within 60 days.
- Customer Service Budget Allocation-Allot \$1,000 towards customer service improvement activities, such as awareness seminars, employment appreciation events, and related activities.
- Customer Scheduling-Schedule all customer appointments within two (2) business days.
- Mobile Career Center – Provides job search services to the community via a new state of the art mobile unit. The mobile unit will be stationed at various scheduled locations Monday – Thursday throughout the County.
- Electronic Registration

**6. Current Tracking System and Measurements for 2014 Customer Service Goals and Objectives**

DeKalb Workforce is governed by the Workforce Investment Act of 1998 and performance measures are established by the U.S. Georgia Department of Labor. The Atlanta Region Commission (ARC) is responsible for tallying all of the submitted information into a quarterly report and presenting findings to Georgia Department of Labor.



DWD has consistently met/exceeded performance measures for the last four quarters. It is our continued goal to improve upon the previous year's performance. The customer service report obtained by ARC is used to develop a strategic plan for improvements for the upcoming year.

**7. Current Customer Service Promotions for Customers**

In order to continue to promote excellent customer service, we offer employment and training services to job seekers, employers, partners, and vendors, by offering the following services:

**Jobseekers**

- Orientation of Services
- Career and Employment Fairs
- Daily Job Leads
- Transportation Assistance (MARTA or Gas Cards)
- Veterans/Mature Worker Services
- One-Stop Resource Center with Extended Operating Hours
- Training, Career Development, and Skill Development Services
- Basic Computer Training
- Fatherhood Program
- Re-Entry (ex-offender) Initiative
- Work Readiness Workshops

**Business Employers**

- Human Resources Services/Recruitment/Job Fairs
- Customized Training
- First Source Ordinance Recruitment/Compliance
- Business Closure Assistance
- Use of Office Space
- Labor Market Research

**Partners**

- Meeting and Training Space
- Customer Referrals
- Quarterly Partner Expos

**Vendors**

- Contract Compliance and Monitoring
- Financial Management
- Technical Assistance
- Ongoing Training

**8. Customer Service Goals and Objectives for January 2014 – December 2014**



In addition to the current customer offerings referenced in section 7,- DWD will continue its effort to improve customer service by maintaining its reputation for strong customer service. We stand proud of our ability in empowering customers in an ever changing world of employment. To enhance current customer service efforts, DWD will implement the following:

### **Job Seekers**

- **Kiosk/Computer Registration:** DWD plans to install kiosks in the customer lobby to allow customers to register their profile in our database. This will allow DWD to capture customers' demographics and skills to provide better customer service.
- **Tracking Systems:** Develop survey and evaluation tools to strategically track and measure the services provided to all customers. Surveys will be utilized as a measuring tool for workshop evaluations for customers to provide feedback on whether services need to be improved or more workshops need to be created to better meet the needs of an ever changing workforce.
- **Time Out Devices:** DWD will install "time out" software that will monitor customers' computer usage; this will enable more customers to utilize computers for job search and resume creations in a timely manner.
- **"Rate Our Service" Card:** Improve customer service by implementing use of customer feedback cards. Customers will be requested to rate our services. Cards will be distributed at Orientation/Intake Sessions and Business Services events. (Attachment A)
- **Online Orientation:** Customers will be able to visit the orientation sessions without traveling to DWD's physical location. This will allow DWD to extend services to customers that are facing various barriers, such as, child care, lack of transportation, or physical disabilities.
- **Website Redesign:** Redesigning the website will allow customers the ability to access DWD's services virtually and will also offer them up-to-date information on job opportunities, job fairs, workshops, and events.
- **Extended Office Hours:** The purpose of implementing this policy was to accommodate the growing demands of the job seekers and business customers due to many layoffs and the increase in the unemployment rate. With the extended work hours, we are available to serve those customers, both unemployed and under-employed after normal business hours. DWD staff continues to work only 40 hours per week with full coverage during business hours. The operating hours are 8:00a.m.-6:30p.m., Monday through Thursday and until 5:00p.m. on Friday. Employees have the option to work either a regular five-day work week schedule with one late schedule day per week (10:00am – 6:30pm) or a four-day work week schedule. *Please see the Policy Manual – Flexible Hours and Four Day Work Week Policy*



## **Business Employers**

- **Build Relationships:** Strategically establish relationships with private sector businesses with high demand occupations.
- **Lunch & Learns:** Strengthen relationship with Economic Development to host frequent meet and greet or lunch and learn sessions to assist employers with their human capital needs.
- **Collaborative Efforts:** Enhance the relationship with the DeKalb Chamber of Commerce by housing a representative onsite to work closely with DWD's Business Relations Unit to provide workforce solutions to Chamber businesses.
- **First Source:** Work in collaboration with Purchasing and Contracting and the Community Development Departments to lead the First Source and Section 3 Contractors initiatives for job creation and job placements.

## **Partners**

- **WIA Consortium:** Host quarterly WIA Metro Atlanta Consortium meetings to brainstorm and collaborate to provide world class workforce services to WIA customers. Evaluate opportunities to collaborate/partner on grant applications and customized employer projects.
- **Partners Expos:** Host quarterly One-stop partners meeting to share best practices.
- **Workforce Partners:** Extend invitation to workforce partners serving WIA target populations to join DWD in enhancing its customer service by attending customer service training.

## **Staff Development**

- **Upgrade Training:** - Expand employee's job knowledge by requiring attendance to job-related and customer service trainings that will enhance understanding of the workforce industry. This will also raise the level of employee engagement by using "lessons learned" as tools to improve customer service.
- **Cross Training of Staff:** – Continuous cross training and customer service training will aid in resolving customers concerns and issues without being shuffled between employees that are not empowered or unable to assist them. Crossing training will provide staff a greater sense of confidence to assist customers regardless of their working units.



**Role Playing:** Quarterly customer service role playing exercises are integrated in the regular monthly department staff meetings. Various customer service role play situations are created to assist staff in recognizing and experiencing real life customer service situations. Also, role play provides an opportunity for the staff to develop a level of comfort and empowerment that they are able and equipped to address all matters with professionalism and courtesy to provide exceptional customer service.

9. **Updated Tracking System for 2014 Customer Service Goals and Objectives**

**Electronic Registration:** In an effort to move towards a green, “paperless” operation, DWD will introduce an electronic registration system. This process will improve customer service by reducing customer complaints and will allow improved handling of customers’ personal information.

10. **Planned Customer Service Promotions for January 2014 – December 2014**

- **Seamless Delivery System:** Introduce web-based partner referral process.
- **Partners Collaboration:** Provide customers with a “one stop” approach for receiving all partner related information.
- **Continuous Quality Improvement** Continuously improve services for customers by introducing “Rate Our Service” cards in order to develop best practices.
- **Internal Customer Service Representative:** Staff will interview customers to gather feedback about their experience(s) during their onsite visit and online interaction so we can continue to improve on services.

11. **Current Customer Service Recognition Program for Employees**

- **Employee Appreciation Day:** This is a yearly event with DWD designed to show appreciation to employees for delivering outstanding customer services in conjunction with an employee luncheon. Customer service is measured in the areas of positive customer interaction both internally and externally, leadership, innovative thinking, and teamwork. Through internal observation by the director and supervisors, employees are nominated for recognition based on positive customer interaction, timely responses, time management and overall job performance. Names of staff members exceeding performance in “job responsibilities and/or expectations” are shared with the entire staff during regular scheduled staff meetings.
- **ONE DeKalb Employee Recognition Program:** A CEO county wide initiative to promote strong, safe and healthy communities; provide efficient and effective government services; and ensure our actions support the greater good and the public interest of our citizens. In an effort to ensure that DeKalb County as a whole exceeds in quality customer service the CEO will recognize employees that



demonstrated extraordinary customer service to DeKalb county citizens. An annual celebration and awards ceremony will be held for all honorees. Each DeKalb county department's staff and management will select an employee who meets all the requirements to be honored at this event.

- **DWD Bucks:** This is an employee incentive designed to encourage first-rate customer service in DWD employees. This is a coupon given to employees at the discretion of the Director that is redeemable for compensatory time off. (Attachment B)
- **Customer Service Committee:** Team created of staff persons from each department to bring together ways to improve internal/external customer service. The committee will also be responsible for all DWD employee recognition events.
- **Sunshine Club:** A voluntary employee club; with staff contributions employees are able to acknowledge and/or provide small gifts/celebrations for birthdays, bereavement, hospital stays, and employee appreciation(s).

## **12. Strengths of the Department's Customer Service Program**

DWD's strength is in its staff – A good customer service program is dependent on the organization's employees to deliver superior customer services to its customers by cross training and providing effective tools and resources to the employees. Customers' questions and concerns are addressed upon first time of contact without routing to other departments, units or employees.

## **13. Weaknesses of the Department's Customer Service Program**

Due to the nature of our business, most services offered by DWD are free of charge; therefore, it is sometimes perceived by our customers that our services will not meet their standards/expectations. Also, due to the eligibility requirements of many of the services offered, customers interpret this as bad customer service when unable to provide a specific service due to "ineligibility".

## **14. Solutions for Weaknesses of the Department's Customer Service Program and Implementation Dates**

When orientation is conducted, DWD is charged with clearly communicating to the customers the resources and services offered through DWD. Customers are also informed that WIA programs are federally funded and services may not always be available due to eligibility requirements. Customers are provided with eligibility information, which customers should then review the requirement list, before considering taking advantage of the resources and services offered through WIA programs. Also, with the implementation of innovative technology and use of competitive edge tools, DWD can change the perception of its customers by implementing tools like electronic registration, database management, e-distribution, and an interactive website.



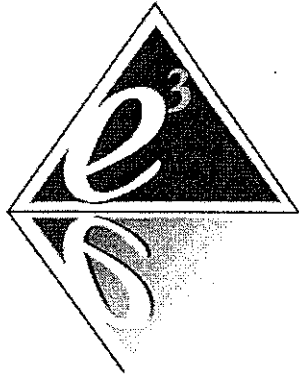
**15. Assistance needed from other departments, COO and/or CEO**

- For Staff Development introduce customized department specific County trainings.
- CEO's Acknowledgement of "Outstanding Employees of the Year" Award. Recommended acknowledgements – press release to spotlight outstanding employees of the year and a personal acknowledgment letter from the CEO.
- Implementation of centralized customer service feedback cards for external customers.

DeKalb Workforce Development ("DWD") looks forward to working with the CEO's Office and other County departments to assist with implementing the 2014 Customer Service Plan. DeKalb Workforce Development is committed to developing an integrated customer service delivery system for workforce development that is customer focused, market driven and links workforce development to services economic development efforts in order to provide a quality workforce. It is our commitment to ensure that "DWD" provides superior customer service, dedication and innovative employment and training programs as mandated under the Workforce Investment Act for the citizens of DeKalb County.



## ATTACHMENT A



### DeKalb Workforce Development

DeKalb Workforce Development is committed to providing quality services that are accurate, proficient, and responsive. To evaluate our performance, your input is important. We welcome any suggestions you may have for how we can improve the services we provide.

Date of Event/Interaction: \_\_\_\_\_

Was the staff member responsive to your specific needs?

☐ Yes ☐ No

Was your interaction with the staff member handled in a respectful and courteous manner?

☐ Yes ☐ No

Did the staff member supply you with complete and accurate information?

☐ Yes ☐ No

Are your telephone calls/emails returned on a timely basis?

☐ Yes ☐ No ☐ Not Applicable

Was the information conveyed clear and concise?

☐ Yes ☐ No

Please provide additional comments:


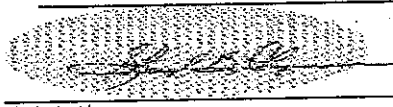

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**ATTACHMENT B**

<b>2</b> hours	 <b>DeKalb Workforce Development</b> <small>Where Workforce Finds Its Way</small>	<b>2</b> hours
<b>DWD BUCKS</b>		
<b>Two Hours of Time Off</b>		
<b>2</b> hours	 Authorized by _____	<b>2</b> hours 
<small>Not redeemable for cash; redemption amount not to exceed 2 hours.</small>		



## PERFORMANCE TARGETS

The performance targets set forth by GDEcD, Workforce Division for PY 2014 are listed in the chart below.

**\* PY 2014**

<b>Adult Measures</b>	
Entered Employment Rate	88.0%
Employment Retention Rate	88.0%
Average Six Month Earnings	\$15,000
<b>Dislocated Worker Measures</b>	
Entered Employment Rate	89%
Employment Retention Rate	94%
Average Six Month Earnings	\$22,000
<b>Youth Common Measures</b>	
Placement in Employment/Education	80%
Attainment of Degree/Certificate	65%
Literacy/Numeracy Gains	20%

*\*Performance measures may be renegotiated according to GDEcD, Workforce Division guidelines*

### **PERFORMANCE WAIVERS\***

In addition to the common measures waiver, the State of Georgia currently has six additional waivers in effect:

1. Waiver to increase the funds transfer limit between the Adult and Dislocated Worker programs
2. Waiver of the requirement for a 50% employer match for customized training to permit local areas to use a sliding scale to reduce the match based on the size of the business
3. Waiver to permit local areas to use a portion of local Adult and Dislocated Worker funds for Incumbent Worker Training
4. Waiver of the 50% limit on reimbursement to employers for OJT to permit local areas to use a sliding scale to increase the reimbursement based on the size of the business or other factors
5. Waiver to exempt the state from reporting credential attainment outcome for participants enrolled in OJT
6. Waiver of the prohibition on the use of ITAs for youth for older and out-of-school youth

*\*Waivers are contingent on USDOL approval. Check the USDOL website waiver database for current waiver status to ensure compliance with applicable laws and standards.*





## **Demand Occupation List (Revised July 2014)**

Red – Add/Change  
Green – May need individual review

### **Occupations in Administrative Specialization**

Accountants & Auditors  
Financial Analyst/ Managers  
Managers of Office and Administrative Support Workers

### **Occupations in Clerical & Sales**

Accounting/Auditing Clerks  
Bill and Account Collectors  
Customer Service Representatives  
General Office Clerks  
Reception/Information Clerks  
Secretaries (Legal and Medical)

### **Occupations in Professional & Business Services**

Consulting, Accounting & Marketing  
Engineering  
E-Commerce  
Creative Design  
Entrepreneur Enabled Businesses

### **Occupations in Education**

Instructional Coordinators  
Teacher Aides, Paraprofessionals  
Teachers - /Elementary/Secondary/Special Education/  
Self-Enrichment Educations

### **Occupations in Green Technology**

Research & Development  
Production, Assembly, Installation  
Construction and Regulatory Assurance

### **Occupations in Information Technology/Engineering \***

A+/Net+ Certification  
Business/ Data Analyst  
Cisco Certified Network Associate  
Computer Software Engineers - Application, Systems  
Computer Support Analysts  
Computer Systems, Networks Administration  
Database Administration (Oracle Financials)  
Microsoft Office/Professional  
Network/Data Analysts  
Systems/ Information Managers

### **Occupations in Infrastructure**

Certified Construction Worker  
Electrical Control Systems  
Electronics Engineer  
Fabrication Technician (Welding)  
Facilities Maintenance Worker  
Heavy Equipment Operator  
Heavy Equipment Service Technician  
Homeland Security Specialist  
Industrial Mechanical Systems  
Microsoft Certified System Engineer  
Oxyfuel Welding  
Plumbing Service and Special System  
Technical Marketing/Web Designer  
Wastewater Treatment Plant Operator

### **Occupations in Life Sciences**

Biotechnology  
Bioinformatics  
Dental Hygienist  
Electronic Medical Record  
Emergency Medical Technicians  
Health Information Technicians  
Histologist/Medical Testing Lab Technician  
Home Health Aides, Personal Care Aides  
Medical & Clinical Laboratory Technicians  
Medical Records Tech  
Medical Transcriptionists  
Mental Health Counselors  
Mental Health and Substance Abuse Social Workers  
Nursing – CNA, PCT, LPN, RN  
Occupational Therapy Assistant, Occupational Therapist  
Physical Therapists  
Proteomics  
Radiological Technicians, Technologist  
Regulatory Affairs  
Research Technicians  
Respiratory Therapists  
Senior Care Centers

### **Service Related Occupations**

Cooks (Fast Food, Institution, Restaurant)  
Janitors & Cleaners  
Laborers, Landscape/Groundskeepers  
Police/Sheriff Patrol Officers

### **Occupations in Construction and Support Trades \*\*\***

Architects – Building  
Homebuilding  
Contracting  
Carpenters  
Construction (Highway/Road) or Constructor Related  
Electricians  
Plumbers, Pipe fitters & Steamfitters  
Welders & Cutters

### **Occupations in Transportation**

Commercial Drivers License (CDL)  
Forklift Operator, Certified  
Truck Drivers /Delivery & Route  
Truck Drivers/Tractor Trailer

### **Advance Manufacturing**

Fabricated Metals Manufacturing  
Light Manufacturing Assembly  
Laboratory Equipment & Supplies  
Medical Equipment & Supplies

### **Logistics**

Warehouse Distribution  
Truck Terminals  
Back Office Services  
Specialize Freight Trucking





**Occupations in Machine Trade**

Automotive Mechanic/ Service Technicians  
Diesel and Truck Mechanics  
Maintenance/Machinery Mechanics  
Industrial Maintenance  
Machinists

**Tourism**

Hospitality  
Servers, cooks and dishwashers  
Event Coordinators

**Occupations in Management**

General and Operations Managers  
Entrepreneurial  
Financial Managers  
First line Supervisors, Managers  
Logistics/Material Management  
Management Analyst  
Project Managers \*\*  
Six Sigma Black Belt\*\*

\* Intermediate or higher level IT training requires previous IT related experience.

\*\* Project Management Certification training requires previous full scale project management experience.

\*\*\* Due to the continued slowdown in residential and commercial construction, occupational training in Structural Work will be reviewed individually. Construction projects related to ARRA activity will be monitored.

Occupations identified were compiled from employment projections from 2013 and 2014

DeKalb Workforce Development (DWD) provides occupational skills training in occupations for industries that are stable or growing. Skills training will not be provided in declining industries. At present, skills' training is only provided for jobs and careers where hourly rates and salaries are paid. Training is not provided for careers or jobs with commissions and fees (this includes but is not limited to real estate, cosmetology, massage therapy and nail technicians). Lists of additional sources of financial aid are available for clients who wish to pursue these careers.

This listing serves as a guide, and is not meant to be all-inclusive. There may be additional occupations in which demand occurs based on the job market or specific opportunities within the broad spectrum of occupations. DWD may provide training for a job where demand is limited, but current openings exist. Bona fide job offers may be required for training in limited demand areas.



### Priority of Service Policies – Limited Funding

Priority for training services for adults may be implemented by DWD direction during periods of limited funding for training services. As of October 1, 2013, WIA funding is available for Adults and Dislocated Workers.

Priority will be given to individuals who have met minimum eligibility requirements, but have one or more characteristics that indicate they have low income and/or receive public assistance. These include:

- Veterans and Eligible Spouses (see 20 CFR Part 1010 for specific definitions) who are also recipients of public assistance or low-income.
- Priority of service for veterans means that if they meet minimum eligibility standards they would move ahead of others without their priority in the processing of their application as funding is available. It does not exempt them from the hold on funding if there is no funding. They need to complete the process of their application so they can be placed on the waiting list.
- An individual who has a personal or family income that is at or below the 100% of the poverty level (Lower Living Standard Income Level) for metropolitan Atlanta, or

<b>Adult Low-Income Workforce Investment Act (WIA) Guidelines</b>		
<b>Effective Date: April 2, 2014</b>		
<b>Family Size</b>	<b>Six Month Eligibility Period Income (Must submit proof of Income for 6 month period prior to date of training application)</b>	<b>Annual Income</b>
One	\$5,835	\$ 11,670
Two	\$7,865	\$15,730
Three	\$9,895	\$19,790
Four	\$11,925	\$23,850
Five	\$13,962	\$27,924
Six	\$16,327	\$32,654
Seven	\$18,692	\$37,384
Eight	\$21,057	\$42,114
Additional family member	\$2,365 for each additional family member	\$4,730 for each additional family member

- An individual (single family of one) who is employed, but in a job earning \$10.10 an hour or less or
- An individual who is employed in health care services earning less than \$12.50 per hour and is suitable for career pathway training in health care high demand occupations or
- Food stamp or TANF recipient (current or within last six months), or
- Supplemental Social Security recipient, or
- Is incarcerated in a prison, correctional setting, and/or other court-ordered 24-hour residential facility.



Federal law stipulates that in the event that funds allocated to a local area for adult employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive services and training services. The Local Workforce Investment Board has declared that should WIA funds become limited in Workforce Investment Area 5, priority service should take place when working with adult funds.

In the spirit of reflecting the special needs of the DeKalb County area, the Workforce Investment Board has determined that there exists, in our local area, a sizeable group of individuals that lack economic self-sufficiency, commonly referred to as the “working poor”. The working poor earn just enough to be above the federal poverty guidelines, public assistance requirements or any other financial assistance; however, they do not earn enough to achieve economic self-sufficiency.

To better serve the total adult population in Area 5, the DeKalb Workforce Investment Board has determined that individuals, who are a member of a family that is above the Lower Living Standard Income Level (LLSIL) guidelines but not in excess of 200% of current guidelines, may receive WIA intensive services and/or training services as an established priority service group. The Workforce Investment Board will allow all adult participants, who are employed be determined eligible under this condition.<sup>1</sup>

**DWD target groups** include Individuals that have one or more of the following characteristics that act as barriers to employment or other factors that may limit an individual's ability to seek and maintain employment. These include:

TANF	Lacks a high school diploma or GED
Unemployed, Underemployed or Discouraged Worker	Poor employability skills
Offender	Poor work history
Disabled	Poor basic skills
Older Worker	Limited English proficiency
Dislocated Workers who also meet low-income eligibility	Lacks self-sufficiency (working poor)

**Customers applying for training services with recent training or attainment of a recognized technical school certificate, college degree or diploma (1 year or less) may** not be considered for training services. This is particularly relevant for customers with recent training or education in areas considered to be “in-demand”. Career pathways in healthcare may be approved on a case by case basis. A case-by-case determination will be made in the marketability of a prior degree or certificate.

A 2-year or less policy will apply to those individuals who have completed WIA funded training. An individual who has had WIA funded training but did not complete the training will not be considered for additional training. An individual who completed prior WIA funded training but was exited without employment will be required to provide information to substantiate extenuating circumstances for lack of successful placement. A person who completed training but has failed to take credentialing



exam (especially in the IT field); will be required to provide information to substantiate extenuating circumstances for lack of credential prior to reenrollment.

**Training assistance for individuals seeking four-year College and advanced degrees, college and advanced degree education will only be approved for funding in areas that are occupational specific, and are in current demand areas, and can be completed within the time limits by the ARWB.** General liberal arts degrees will not be approved for funding. Some examples of approved degree programs include: teaching, accounting, nursing and medical related occupations. Please note that additional options are approved for persons considering training in the health care critical shortages occupations.

#### **Health Care Targeted Industry Training Priority:**

- Eligibility for training of currently employed workers may be waived of income eligibility for adult customers in entry level jobs where training opportunities exist for career paths within high-demand targeted industry sectors and/or clusters.
- An example might include training of currently employed patient care attendants where WIA income eligibility is waived for employees advancing within the health care industry.

#### **Priority for Dislocated Worker Training Services**

First priority will be given to Veterans and/or eligible spouses (CFR Part 1010). Additional priority will be given to individuals who have met minimum eligibility requirements, but have lost their employment or income from employment for one or more of the following circumstances:

- Has been laid off, or received a notice of layoff **and** is either eligible for or has exhausted entitlement to UI **or** has been employed for duration sufficient to demonstrate an attachment to the workforce (**6 months, as per UI consideration**), but is not eligible for UI due to insufficient earnings or having performed services for an employer not covered by UI
- Individuals who have been terminated from employment due to no fault of their own (**as determined by UI review**) and **are** eligible for UI
- Previously self-employed and unemployed due to natural disaster or general economic conditions
- Displaced homemaker (may include spouses of dislocated workers)
- After layoff, have become reemployed in an income maintenance position and meets the definition of a currently employed dislocated worker
- Individuals who have separated for cause and/or those who voluntarily left who are also eligible for UI
- Currently employed dislocated workers (underemployed)(see below)
- Displaced Homemakers (male or female)
- An individual who has been providing unpaid services to family members in the home and who has been dependent on the income of another family member but is no longer supported by that income and is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment (may include spouses of dislocated workers)

Individuals, who have quit their jobs or have been separated for cause, and not approved for UI, will not be considered for dislocated worker training services. Exceptions may be made when it is determined that an individual was "fired" for not possessing the skills necessary to perform on the job.



Currently employed dislocated workers may be determined eligible for services if the customer's current employment meets all the following conditions:

- The individual is currently making less than 85% of former wages, and/ or is in employment that uses significantly less skills or abilities than the job of dislocation, and is not commensurate with the individuals demonstrated level of educated attainment; **and**
- The individual's current employment and job dislocation is not **in** a field or occupation that is generally known for short term or contract work. In these instances, customers may be assessed for program eligibility at the time they are no longer working.

**All dislocated workers must also be determined to be in need of additional training or services and unlikely to return to their previous occupation or industry without additional training.\***

In need of training will be the summary result of the assessment information, labor market analysis, and review of the desired training course to establish that the participant's likelihood of securing and/or maintaining regular full-time employment will be significantly improved with additional skills obtained from training.

**\*Unlikely to return to Previous Occupation/Industry and/or limited opportunities for re-employment in the area.** This decision is based on a review and assessment of an individual's work history, skills, training and education. The final determination is the responsibility of the local workforce development professional based on knowledge of the local market and an assessment of the customer's abilities. TEGL-38-09 states that "because the recent economic downturn has had such as severe impact on the nation's ability to create and sustain jobs, workers whose layoffs occurred since the onset of the recent recession (1/1/08) may be considered to be unlikely to return to their previous industry or occupation". Considering that the downturn began in 2007 is appropriate for this determination.

The list below is a sample and not intended to be all inclusive.

- Insufficient job openings exist in the customer's occupation or industry within customer's commuting distance.
- Insufficient job openings on work shifts appropriate for the customer.
- Customer lacks personal transportation or access to public transportation and there are insufficient job openings within walking distance of the customer's residence.
- The customer's occupation is listed as one of the areas or region's declining industries or occupations.
- The customer's occupation has changed such that the customer no longer has the skills needed for that occupation.
- The customer's industry or occupation has been subject to, or is expected to be subject to, repeated layoffs or frequent business closings.
- Recent major layoffs have occurred or been announced during the last twelve months within the customers' industry/occupation and commuting area that significantly reduce re-employment opportunities for the customers.
- The customer's age and/or medical condition is such that the customer can no longer perform his/her previous occupation.



- The customer lacks skills currently in demand in the local labor market.
- The customer lacks appropriate industry and/or national certification or accreditation for re-hire or re-employment in industry/occupation of lay-off.
- The customer is experiencing difficulty in obtaining suitable comparable re-employment. Indicators may include: being unemployed for 13 or more weeks, completed an exhausted long-term job search with no appropriate job offers, etc.
- Customer lacks strong basic skills or English speaking/writing skills for employment





DeKalb Workforce Development  
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Veterans Priority of Services

Standard Operating Procedure Manual



## Veterans Priority of Service Policy and Standard Operating Procedure

It shall be the policy of the DeKalb Workforce Investment Board (WIB) to provide Veterans and/or a "covered person" priority of service under all WIA Title I funded programs. For purposes of this policy, the term "Veterans priority of service" means that an otherwise eligible Veteran and/or "covered person" shall be given priority over non-veterans for the receipt of employment, training, and placement services provided under that program, notwithstanding any other provision of law. Veterans and/or a "covered person" must first meet the WIA program's eligibility requirements.

WIA Title I programs shall include programs for adults, youth and dislocated workers; 10% funded projects; and National Emergency Grants (NEG) and any other programs or services funded by the Department of Labor. A "covered person" is one of the following:

- An individual who has served **at least one day** in active military, naval or air service and was discharged under "other than dishonorable" conditions;
- An individual with full-time duty in the National Guard or Reserve component, except full-time duty for training purposes; or
- Disabled veterans

Spouse including:

- Any individual who is married to an active duty service member including the National Guard and Reserve personnel on active duty;
- Died of a service connected disability;
- Is listed (at time of spouse's application) for at least 90 days as missing in action, captured in the line of duty by a hostile force, or forcibly detained or interned in line of duty by a foreign government or power; or
- Has a total disability from a service related injury or who is deceased from the injury.

Covered persons must provide documentation of their status when undergoing eligibility determination and enrollment into a training program. For services with eligibility guidelines, if the individual does not have proper documentation of status as a covered person at that time, it is appropriate to give the customer priority, enroll him or her for the service and request documentation of status. Such documentation may include:

- A DD214 (Discharge Papers and Veterans Separation Documents)
- An official notice issued by the Department of Veterans Affairs establishing entitlement to a disability rating or award compensation to a qualified dependent
- An official notice issued by the Department of Defense that documents veterans status or spousal rights
- An official notice issued by a state veterans' service agency that documents veteran status or spousal rights



The DeKalb WIB requires that every subcontractor/vendor receiving funds through a WIA contract with DeKalb Workforce Development shall provide Veterans and other "covered persons" priority of service as outlined in this policy.

Subcontractors/vendors shall provide information to Veterans and/or a covered person on services available under WIA Title I programs. DeKalb Workforce Development and the WIB shall ensure that individuals are informed of their right to priority for employment and training services. Contracted program operators may provide the information verbally or in writing, during orientation, assessment, or enrollment.

DeKalb Workforce Development and the WIB shall require service providers to collect and report the required data elements for covered persons enrolled into WIA Title I programs and during its monitoring processes, ensure that the grantee's systems and procedures comply with this policy. Failure by the grantee to comply is considered a service deficiency requiring immediate action to comply with the policy.

The Board directs the Director and designees to develop and maintain a Veterans' "priority of service policy and procedures" that comply with applicable regulations as they may change from time to time. The Director and his/her designees shall ensure that required data to document Veterans' priority of service are maintained and reported as necessary.

#### <sup>1</sup> PROCEDURES :

1. When first entering DeKalb Workforce Development's point of entry for core Services, each customer must be asked if he or is a veteran or eligible spouse. Customer will also be informed of the onsite Veteran Specialist. Individuals who identify themselves as covered persons **are not** required to verify their status as veterans or eligible spouses at the point of entry, unless they are immediately seeking eligibility for training and formal enrollment into any intensive or training related program.
2. At the time of enrollment for intensive and/or training services, staff person shall ask each applicant if they meet the definition of a "covered person", even if their veteran status has already been entered into Geographic Solutions. Enter or correct veteran status in Geographic Solutions as appropriate. Receptionist will provide registration materials to participant and notate veteran status by stamping "VETERAN" in the right upper hand corner of the registration card with a veteran's stamp.
3. The applicant must provide documentation to substantiate "covered person" status. Once documentation of status is provided and registration materials are prepared for entry into CTS, data entry specialist will enter veteran status into CTS.

<sup>1</sup> All covered persons must meet eligibility criterion in order to be eligible for program participation. Thus, priority of service does not supersede eligibility requirements.



4. If participant is engaged in training activities, the Career Consultant will enter veteran status into Geographic Solutions. The Career Consultant will be responsible for maintaining documentation of veteran status in the participant file. Acceptable documentation may include but is not limited to: a) DD-214 Report of transfer; or, b) Veterans Administration Letter or Records; or, c) any other documentation of veteran status that is obtained from an official source.
5. At the time of enrollment in a sequential service delivery model, when services are limited due to available funding, priority of services should be applied. Program-eligible veterans and eligible spouses who meet applicable income eligibility requirements must receive the highest level of priority service. For example, if there was only sufficient money to provide services to one individual and a veteran is in the pool, the veteran must receive priority.
  - Program-eligible individuals who are not veterans who meet mandatory or spending priorities or who meet the income eligibility requirements receive the second level of priority of service.
  - Veterans and eligible spouses outside the program-specific mandatory priority or spending requirements receive the third level of priority of service.
6. Non-veterans outside the program-specific mandatory priority or spending requirements receive the fourth level of service.<sup>2</sup>
7. At the time of enrollment in a sequential service delivery model, when services are limited due to available funding, priority of services should be applied. Program-eligible veterans and eligible spouses who meet applicable income eligibility requirements must receive the highest level of priority service. For example, if there was only sufficient money to provide services to one individual and a veteran is in the pool, the veteran must receive priority.
  - Program-eligible individuals who are not covered persons who meet mandatory or spending priorities or who meet the income eligibility requirements receive the second level of priority of service.
  - Veterans and eligible spouses outside the program-specific mandatory priority or spending requirements receive the third level of priority of service.
  - Non-covered persons outside the program-specific mandatory priority or spending requirements receive the fourth level of service.<sup>2</sup>
8. If there is a waiting list for services, veterans and eligible spouses will be selected first to receive the service, provided the covered person has been determined eligible and is qualified for the service. However, when a non-covered person is already receiving a service, a veteran or eligible spouse who is identified subsequently should not displace that non-covered person receiving the service.
9. Veterans will also receive priority seating for computer usage when there is a wait of more than five (5) minutes and priority scheduling for all orientation for services and/or workshops. Veterans will be scheduled for the next available session regardless of availability.

<sup>2</sup> NOTE: Many covered persons will meet low-income criteria as military pay while on active duty is not counted for income determination purposes.





## Veterans Determination Worksheet

Customer's Name \_\_\_\_\_

Participant ID Number (is any) \_\_\_\_\_

**Are You a Veteran?** \_\_\_\_\_ YES \_\_\_\_\_ NO

If "YES"

Did you serve in the active military, naval or air service? \_\_\_\_\_ Yes \_\_\_\_\_ No

Were you discharged or released under conditions other than dishonorable? \_\_\_\_\_ Yes \_\_\_\_\_ No

If the customer can answer "Yes" to both of these questions, then he/she qualifies as a "covered person" under the Veterans Priority Policy.

**Are you married to a Veteran?** \_\_\_\_\_ YES \_\_\_\_\_ NO

If "YES"

Does your spouse have a total disability resulting from a service-connected disability? \_\_\_\_\_ Yes \_\_\_\_\_ No

Is your spouse listed as forcibly detained or interned by a foreign government or power, missing in action or captured in the line of duty, and has been so listed for a total of more than 90 days? \_\_\_\_\_ Yes \_\_\_\_\_ No

If the customer can answer "Yes" to either of these questions, then he/she qualifies as a "covered person" under the Veterans Priority Policy.

**Are you a surviving spouse of a Veteran?** \_\_\_\_\_ YES \_\_\_\_\_ NO

If "YES" Did your spouse die of a service-connected disability? \_\_\_\_\_ Yes \_\_\_\_\_ No

Did your spouse die while a total disability resulting from a service-connected disability? was in existence? \_\_\_\_\_ Yes \_\_\_\_\_ No

If the customer can answer "Yes" to either of these questions, then he/she qualifies as a "covered person" under the Veterans Priority Policy.

---

### DETERMINATION

Based on the information proved to me by the customer, I have determined that this individual

\_\_\_\_\_ IS \_\_\_\_\_ IS NOT a covered person under the Veterans Priority Policy of DWD.

\_\_\_\_\_/\_\_\_\_\_/20\_\_\_\_\_  
Workforce Professional      Date





## **RESOURCE CENTER VETERANS IDENTIFICATION POLICY**

### **I. STAFF GREETING:**

"Good Morning/Afternoon. Welcome to DeKalb Workforce Development, a Veterans preferred organization. How may I help you?"

### **GUEST RESPONDS:**

- A. I would like to utilize the computers for job search.
- B. I would like to see the Department of Labor Representative (DOL).
- C. I would like to sign up for a computer class.

### **II. GUEST/STAFF INTERACTION & RESPONSE:**

Ask guest if they are a Veteran or spouse of a Veteran. If guest answers no, proceed as usual by having customer sign the sign in sheet. If caller replies "yes", follow the following procedure in processing their request.

#### **GUEST RESPONDS LETTER "A"**

"Great! DeKalb Workforce Development thanks you for your/your spouse's service to our Country."

Have customer to complete the sign in sheet and notate that they are a Veteran or eligible spouse by writing "V" next to their name. If there is less than a five (5) minute wait, the customer will be seen in the order that they have signed in. If the wait for computer usage exceeds five (5) minutes, the veteran or eligible spouse will have access to the next available computer regardless of the number of customers registered ahead.

#### **GUEST RESPONDS LETTER "B"**

"Great! DeKalb Workforce Development thanks you for your/your spouse's service to our Country."

Have customer to complete the sign in sheet and notate that they are a Veteran or eligible spouse by writing a "V" next to their name. If there is less than a five (5) minute wait, the customer will be seen in the order that they have signed in. If the wait to see the DOL Representative exceeds five (5) minutes, the veteran or eligible spouse will be seen next regardless of the number of customers scheduled ahead.



### **GUEST RESPONDS LETTER "C"**

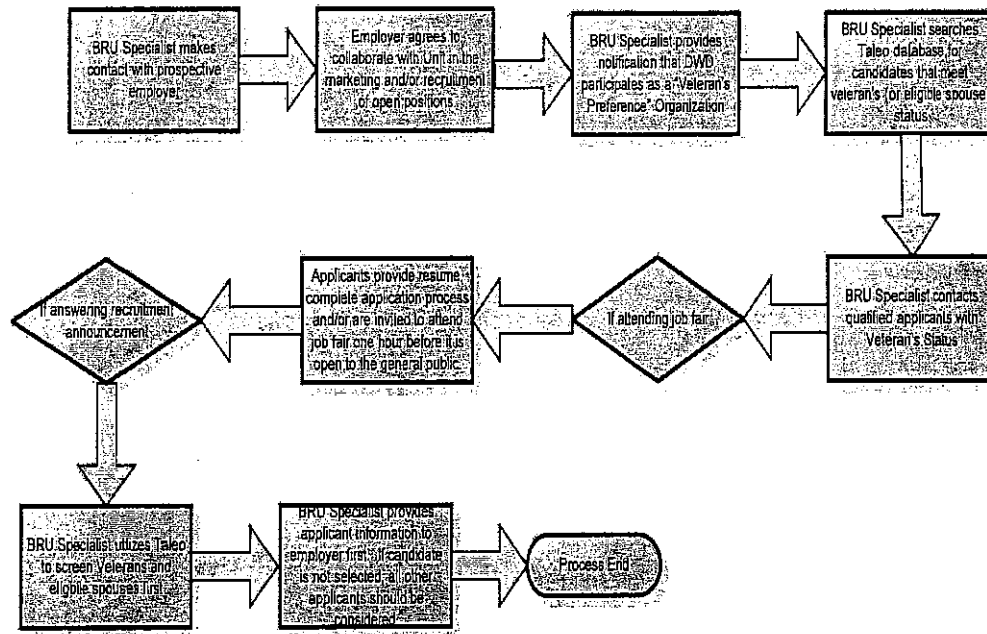
"Great! DeKalb Workforce Development thanks you for your/your spouse's service to our Country."  
The guest will be scheduled for training class on the next business day regardless of capacity. All veterans and/or eligible spouses will be accommodated even if next session is full.

### **III. POST SCHEDULING DUTIES**

- A. After scheduling, please notate registration log/sign in sheet that the participant is a veteran by placing a "V" next to the participant's name.
- B. Indicate in CTS that the participant is a veteran.



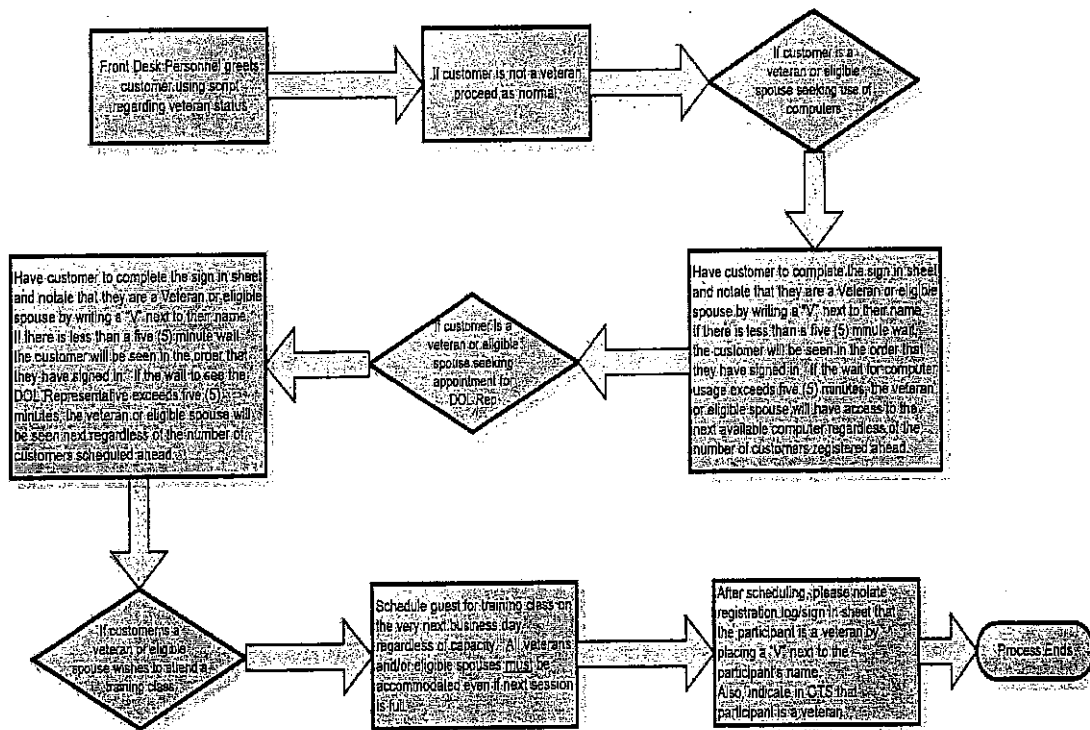
# Business Relations Unit Veterans Identification Process



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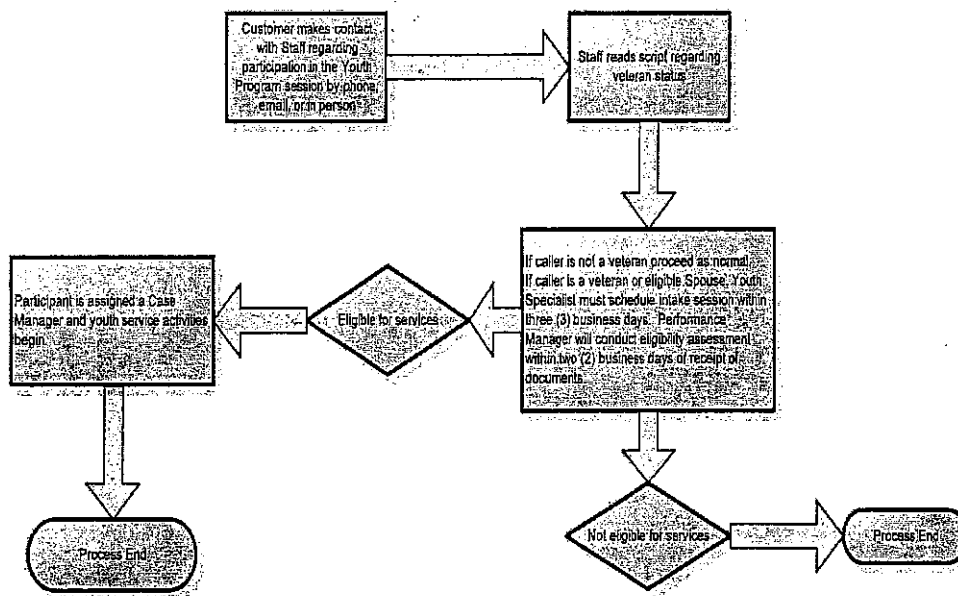


# Resource Center Veterans Identification Process





# Youth Unit Veterans Identification Process



\*All others should attend intake sessions held on the first and third Mondays of every month.



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## **YOUTH UNIT VETERANS IDENTIFICATION TELEPHONE SCRIPT**

### **I. STAFF GREETING:**

"Greeting Good (morning, afternoon). Thank you for calling DeKalb Workforce Development, a Veteran's preferred organization. How may I help you?"

### **GUEST RESPONDS:**

A. Wishes to participate in the Youth Program and/or Summer Employment Program.

### **II. CALLER/STAFF INTERACTION & RESPONSE:**

Ask caller if they are a Veteran or spouse of a Veteran.

If caller replies "yes."

Ask caller if they are between the ages of 14-21 and reside in DeKalb County.

If caller replies "yes."

Schedule an appointment for intake session within three (3) business days.

If caller replies, "no" proceed as usual.

If caller replies "yes", follow the procedure in processing their request.

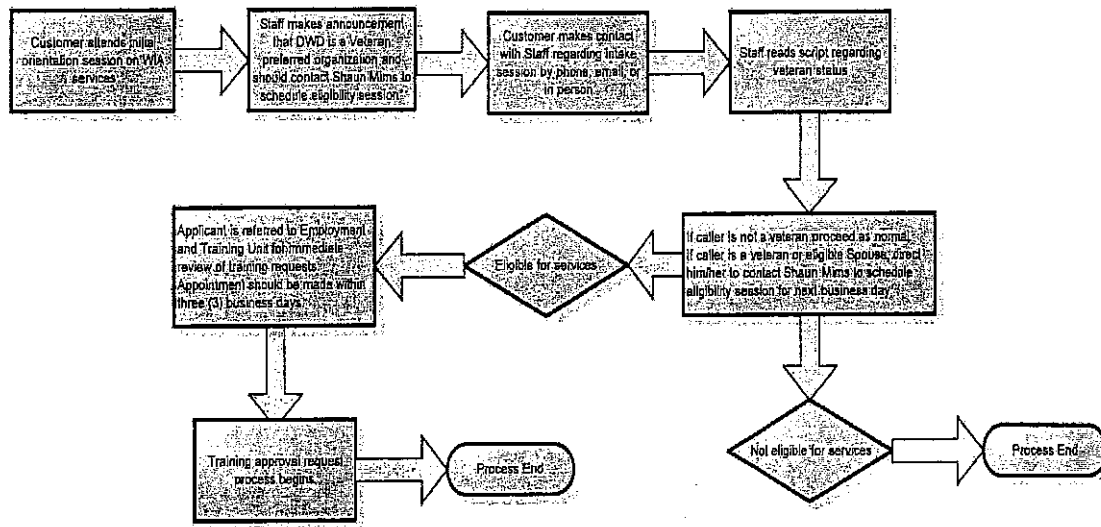
A. Caller responds that they are between the age of 18-21 and resides in DeKalb (if wasn't deployed or living on base)

"Great! DeKalb Workforce Development thanks you for your/your spouse's service to our Country."

Call Youth Team Representative immediately to schedule veteran or veteran's eligible spouse for eligibility session for next business day. Veterans and/or eligible spouses will be allowed to enroll in the youth program regardless of availability of space. Youth Team Representative will coordinate completion of eligibility documents and testing. Once the required information has been obtained, Youth Team Representative will create an eligibility file to be reviewed by Youth Team Supervisor within three (3) business days.



## Employment and Training Unit Veterans Identification Process



\*All others should attend intake sessions held on the first and third Mondays of every month.



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**EMPLOYMENT AND TRAINING UNIT**  
**VETERANS IDENTIFICATION TELEPHONE SCRIPT**

**I. GREETING:**

"Good Morning/Afternoon. Thank you for calling DeKalb Workforce Development, a Veterans preferred organization. How may I help you?"

**CALLER RESPONDS:**

- A. Requires intake appointment for submittal of training materials
- B. Has submitted materials and requires an appointment with a Career Consultant

**II. CALLER/STAFF INTERACTION & RESPONSE:**

Ask caller if they are a Veteran or spouse of a Veteran.

If caller replies, "no," proceed as usual.

If caller replies "yes," follow the procedure in processing their request.

**CALLER RESPONDS LETTER "A"**

"Great! DeKalb Workforce Development thanks you for your/your spouse's service to our Country."

Call Employment & Training Team immediately to schedule veteran or veteran's eligible spouse for eligibility session for next business day. Veterans and/or eligible spouses will not be required to wait to attend the intake sessions held on the first and third Tuesdays of each month. Once eligibility is determined the veterans and/or eligible spouses will be contacted in order to schedule meeting with Career Consultant. Appointment with Career Consultant should occur within three (3) business days.

**B. CALLER RESPONDS LETTER "B"**

"Great! DeKalb Workforce Development thanks you for your/your spouse's service to our Country."

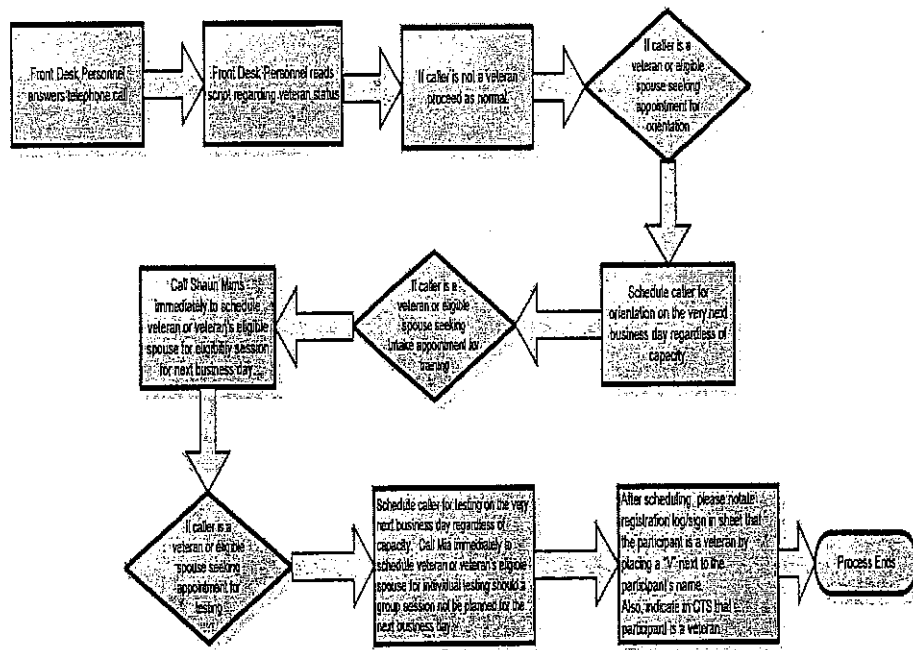
Instruct applicant to bring proof of covered status to appointment. Appointment should be scheduled within three (3) business days.

**III. POST SCHEDULING DUTIES:**

- A. After scheduling, indicate in CTS that participant is a veteran.
- B. After appointment has concluded, the Career Consultant will be required to enter veteran status in Geographic Solutions. Career Consultant will be responsible for maintaining documentation of veteran status in the participant file. Acceptable documentation may include but is not limited to: a) DD-214 Report of transfer; or b) Veterans Administration letter of records; c) any other documentation of veteran status that is obtained from an official source.



# Front Desk/Reception Veterans Identification Process





## **FRONT DESK/RECEPTION VETERANS IDENTIFICATION TELEPHONE SCRIPT**

### **I. GREETING:**

"Good (Morning/Afternoon). Thank you for calling DeKalb Workforce Development, a Veterans preferred organization. How may I help you?"

### **GUEST RESPONDS:**

- A. Requires appointment for orientation
- B. Requires intake appointment for submittal of training materials
- C. Requires appointment to take the TABE test

### **II. CALLER/STAFF INTERACTION & RESPONSE:**

Ask caller if they are a Veteran or spouse of a Veteran.

If caller replies, "no," proceed as usual.

If caller replies "yes," follow the procedure in processing their request.

#### **GUEST RESPONDS LETTER "A"**

"Good (morning, afternoon). Thank you for calling DeKalb Workforce Development, a Veterans preferred organization. How may I help you?"

Guest will be scheduled for orientation on the next business day regardless of capacity. All veterans and/or eligible spouses must be accommodated even if next session is full.

#### **GUEST RESPONDS LETTER "B"**

"Great! DeKalb Workforce Development thanks you for your/your spouse's service to our Country."

Call an Employment & Training Representative immediately to schedule veteran or veteran's eligible spouse for eligibility session for next business day. Veterans and/or eligible spouses will not be required to wait to attend the intake sessions held on the first and third Tuesdays of each month. Once eligibility is, determined Employment & Training Team will be contacted in order to schedule session with Career Consultant. Appointment with Career Consultant should occur within three (3) business days.

#### **GUEST RESPONDS LETTER "C"**

"Great! DeKalb Workforce Development thanks you for your/your spouse's service to our Country."

Schedule caller for testing on the next business day regardless of capacity. Call Employment & Training Representative immediately to schedule veteran or veteran's eligible spouse for individual testing should a group session not be planned for the next business day.

### **III. POST SCHEDULING DUTIES**

- A. After scheduling, please notate registration log/sign in sheet that the participant is a veteran by placing a "V" next to the participant's name.
- B. Indicate in CTS that participant is a veteran.





## Supportive Services Policy

### *WIA Sec. 101(46)*

#### **I. Definition**

Supportive Services are defined as services such as transportation, childcare, dependent care, housing and needs-related payments, that are necessary to enable an individual to participate in activities authorized under Title IB. Cap for supportive services is up to \$3,000 per participant, per calendar year and not to exceed 25% per grant funding stream (Adult, Dislocated Worker and Youth).

#### **II. Supportive Services**

Supportive Services are services, which are reasonable and necessary to enable a WIA participant who cannot afford to pay for such services to participate in activities funded under WIA. In general **the provision of Supportive Services must be determined on an individual basis, however, there are instances where the determination may be grouped by target population and/or program.** Supportive Services may be provided to individuals receiving Core Services; however, such individuals must be registered as a WIA participant and are subject to performance outcomes.

All WIA participants are eligible to receive Supportive Services provided they meet all other criteria described in this Supportive Services policy. The funding for the Supportive Services is provided by the program(s) in which they are enrolled.

Supportive Services shall only be used to pay for specific necessary services and shall be limited to payments that are necessary for participation in the program. The individual determination of need and the amount of such assistance shall be based upon the results of the comprehensive assessment or objective assessment and similarly documented in the Individual Employment Plan (IEP) or Case Notes for adults/dislocated workers and the Individual Service Strategy (ISS) or Case Notes for youth. Documentation must be maintained in the participant's files. Source documentation includes but is not limited to actual utility bills and receipts for goods and services purchased. Accepting a participant's self-disclosure or declaration of expenses as documentation is not allowable. The provider is responsible for documenting in the IEP/ISS or case notes that the service is not available from any other source (including the participant's own resources).

A supportive service request form documenting the need for the supportive service must be completed prior to receipt of the supportive service. The supportive services request must include: (1) a brief description of the expenditure; (2) the amount requested; and (3) the signatures of both the case manager and participant and the date the request was signed.

All supportive services must have been approved prior to the participant receiving or obtaining the goods or services. Backdated requests for services will not be approved.

A participant may waive WIA payments (except for Work Experience) if accepting payment would mean the loss of the benefits. The participant may request the payment to start at a later date, but may not claim retroactive payments. Advances against future payments are not allowed.





### III. Supportive Services Paid Directly to Participants

Supportive service payments should only be paid to a vendor and not directly to a participant unless extenuating circumstances exist. However there are exceptions for customers that receive stipend and incentive payments while enrolled in a WIA training program or special project.

### IV. Documentation of Provision of Supportive Services

When a payment is made to a participant directly, there must be documentation in the file to support the payment made to the participant. Furthermore, all substantial changes (additional financial support) in participant's supportive services must be updated in GWROPP system in a timely manner to reflect the additional financial support rendered.

Any single payments paid directly to a participant that are \$500 or more, must have prior approval from the Unit Supervisor or Director. A signature from either party will suffice as approval. However, this provision is only in the case of participants that receive stipend or incentive payments.

### Supportive Services During Follow-Up

Supportive services may be paid during the individual's participation in WIA and while the participant is receiving follow-up services as appropriate. Needs-related payments may **NOT** be paid to a participant who is receiving follow-up services.

All supportive service payments made will be reconciled and determined accurate in the GWROPP within 60 days after the participant has exited the program.

### V. Allowable supportive services include but are not limited to:

- A. Health Care and Medical Services – These services are of a one-time nature, such as a physical examination, prescription drugs, prescription eyeglasses, immediate dental care, and mental health care which are needed to enable an individual to participate in any reemployment activity.
- B. Childcare is a service provided to ensure proper care of children while the parent or guardian is participating in an employment and training program. The childcare cost may be reimbursed at the rate determined by the case manager, however, should not exceed established cumulative supportive amount for an individual. These limits apply on a per child basis. The childcare provider must be licensed or registered or documentation of adequacy of alternative childcare must be maintained in the participant's file.
- C. Transportation - Providing transportation for a participant enables him/her to get to and from WIA activities.
  1. Public and private transportation is payable if it will reasonably meet the participant's.
  2. Auto repair payment will be authorized only if the vehicle is needed for the participant to seek, accept or retain employment or to participate in employment and training activities.
    - a. Auto repair shall not exceed the value of the automobile.
    - b. The vehicle being repaired must be under the ownership of the participant. This shall be documented by obtaining a copy of the vehicle registration. Exceptions may be made if the vehicle belongs to another family member and is the only means of transportation available to the participant. **Exceptions must be documented in the participant's file.**
    - c. A description of the repairs needed and provided must be maintained in the participant's file.
  3. Automobile Insurance: Liability insurance coverage will be authorized only if the vehicle is needed for the participant to seek, accept or retain employment or to participate in employment and training activities. Liability insurance, as required by the state covers damage to property and persons after an accident happens. This coverage pays damages including punitive or





exemplary damages, due to bodily injury and property damage to others for which you are responsible. If an individual faces a vehicle accident and are found to be at fault, their personal liability car insurance will cover all injuries incurred on the other party's belongings as well as bodily damages.

- a. Automobile insurance may be covered **for a maximum of two quarters** of annual liability coverage. **No more than three months coverage may be paid for at one time.**
  - b. Liability coverage does not include optional coverage such as medical payment coverage, uninsured motor vehicle coverage, underinsured motor vehicle coverage, comprehensive coverage, collision coverage, emergency road service, membership fees to insurance companies.
  - c. The vehicle being insured must be under the ownership of the participant. This shall be documented by obtaining a copy of the vehicle registration. Exceptions may be made if the vehicle belongs to another family member and is the only means of transportation available to the participant. Exceptions must be documented in the participant's file.
  - d. Insurance documentation must include a detailed description of liability coverage and be maintained in the participant's file.
- D. Legal Services -Cost for legal services may be covered when the law, courts and related situations interfere with the participant's ability to continue training or seek employment.
- E. Tools - Tools may be purchased for participants, if the tools are required to continue a training program or obtain employment. The career counselor must determine that the tools are required and that they cannot be provided by any other source such as the prospective employer, or the participant.

Tools become the property of the participant upon satisfactory completion of the WIA training as outlined in the participant's IEP or upon employment. If the participant fails to complete the prescribed WIA training, the tools remain the property of WIA **and are to be returned to DeKalb Workforce Development.\*** An agreement attesting to the above must be signed by the participant and maintained in the participant file.

**\*Note:** There may be some exceptions to the requirement to have the participant return tools.

Computer Purchases: In limited cases, the purchase of a computer may be approved as a required tool. This is most typically, but not exclusively, in distance learning situations.

Per guidance from USDOL, case managers **must** request approval from their Supervisor or Director prior to a computer purchase to ensure it meets the requirements. **Factors that will be taken into consideration prior to computer purchase approval include but are not limited to: does the training program include distance learning and to what degree; does the participant have reasonable computer access through another source such as a computer lab on campus or at a public library; does the participant have a lengthy commute to obtain computer access.** Case Managers requesting a computer purchase approval can include justification addressing these factors in an e-mail or submit a request completed by the participant.

Tool/Computer Return: DWD will maintain an inventory list of all returned tools/computers. The inventory list must include the month/year the item was purchased, a description of the item, the general condition of the item; the month/year the item is removed from inventory and the status of the item's disposal.

Disposal of Inventory: DWD will retain returned inventory for a reasonable period of time based on the condition and usefulness of the item. If an item has been kept in inventory for a reasonable period and has not been able to pass on to another program participant, then the item can be donated to a non-profit organization. Inventory items cannot be passed on to staff of the service provider or to any individual where a conflict of interest might be perceived.





- F. Housing for Youth Services - Housing assistance includes supportive service payments for rent. When supportive service funds are used to pay this expense, documentation must be in the participant's file that verifies the address and rental amount. Documentation may be a signed copy of the rental or lease agreement or when there is no rental or lease agreement between the participant and the landlord. Documentation must be in the participant's file. Rent receipts shall be maintained in the participant's file with other lease or rental documentation.

The provider shall pay the landlord directly, unless extenuating circumstances exist which requires the provider to reimburse the participant directly. Documentation of extenuating circumstances shall be maintained in the participant's file.

- G. Out-of-Area Job Search and Relocation Assistance

Out-of-Area Job Search: A participant may be provided assistance with travel related costs for out-of-area job search such as mileage, plane ticket, per diem and lodging. Prior to approval, the participant must be able to provide documentation of at least one interview for an existing opening that fits with the participant's employment plan. Out-of-area is defined as outside a reasonable commuting distance from the participant's community.

Other Out-of-Area Services: A participant may be provided assistance with costs incurred for out-of-area training or other activities (such as travel to take a licensing test) that are part of their Individual Employment Plan. Lodging, per diem, mileage and other reasonable and necessary costs may be covered. When calculating the level of assistance, case managers may opt to cover actual costs or use Federal mileage, lodging and per diem rates and cover any amount up to that level based on available budget and other sources of assistance.

Relocation Assistance: Relocation assistance may be provided to a participant who obtains suitable employment that requires relocation from the participant's community. Assistance can be provided for costs such as payment for a rental moving truck, mileage, per diem and lodging for the period of the move. Relocation should not be provided without documentation of a job offer.

- H. Internet Services: Payment of internet services is considered an allowable expense for participants who must have internet access for distance learning. There may be other circumstances where internet payments are an allowable expense. In those circumstances case managers should request approval from their program manager prior to making internet payments. There are no maximum numbers of internet payments that may be made on behalf of the participant while they are actively participating in distance learning, however internet payments shall only be made on a month-to-month basis.
- I. Other Supportive Services - Other supportive services may be provided as determined by the case manager. Such goods and services should be reasonable and necessary for the participant to remain in training and/or obtain or retain employment. These services may include, but are not limited to:
1. Haircuts, personal grooming and hygiene needs;
  2. Bonding and liability insurance for employment;
  3. Work clothing (includes clothing for interviews);
  4. Financial counseling or assistance;
  5. Application fees and GED fees;
  6. Union dues or initiation fees;
  7. Auxiliary aides and services for participants with disabilities;
  8. Business licenses; and
  9. Drug testing as required for employment





## **VI. Unallowable Supportive Services**

Payments are not allowed for titled or deeded items or when recovery of the expense is anticipated.

Such items include:

1. Rent deposits or housing deposits;
2. Mortgage payments;
3. Car payments;
4. Purchase of vehicles; and
5. Fines.

## **VI. Financial cap to be placed on supportive services**

1) DeKalb Workforce Development will follow GOWD's two-tier cap limiting DWD's expenditures on supportive services. At a participant level, supportive services may not exceed \$3,000 per participant per year (365 days after date of first service). There is also a limit on total supportive service expenditures for DWD by funding stream. DWD can spend no more than 25% of their allocation for a particular funding stream (i.e. adult, dislocated worker, or youth.) The 25% determination will be taken from that program year's total allocation per funding stream. Separate caps will be determined for each funding stream. DeKalb Workforce Development will continue to monitor and maintain the appropriate supportive services spending level based upon participant needs.

2) Waivers to this policy will be issued by GOWD on a case by case basis.

a) Supportive Services Cap Waiver Process: DWD may apply for two types of waivers to this supportive service cap policy. These waivers will be accepted on a rolling basis, and all effort will be made to review and respond to all waiver requests within a period not to exceed ten business days. In most instances, any waivers that are approved will not be approved for a period of more than three program years. Certain exceptions may apply.

b) The first type of waiver request eligible for GOWD consideration will be a waiver for a specific participant. In this instance, DWD will be asked to define the exceptional needs of the participant that would require them to exceed the supportive service cap. DWD will also be asked to propose a new cap specifically in place for this participant. If accepted, GOWD will issue an acceptance letter which should be kept in the participant's case file.

All participants registered prior to the implementation of this policy (July 1, 2014) will be integrated into this policy. Supportive service payments issued between July 1, 2013 - June 30, 2014, will be counted toward the \$3000.00 limit for allowable supportive services as prescribed herein.





### **DeKalb Workforce Development Individual Training Account Policy**

- (1) Training must be in occupations identified in the local WIA Plan as growth occupations or documentation of employment prospects for areas not listed in the plan should be provided.
- (2) Training must result in an employment wage sufficient to attain self-sufficiency without the aid of public assistance.
- (3) Training must be at least 12 quarter hours per week to accommodate existing Unemployment Insurance requirements. Exceptions to this policy may be approved, in writing, on a case-by-case basis.
- (4) Programs should not exceed 104 weeks (two years). Exceptions to this policy may be approved on a case-by-case basis and requests should include evidence that financial support is available during extended training periods.
- (5) In general, all training programs must be within a reasonable commute of the WIA local area that may include out-of-the-area and out-of-state training institutions. Out-of-the-area training programs that are not within commuting distance to the WIA local area may be approved on a case-by-case basis. All approved training must be located within the contiguous United States.
- (6) All applicants must apply for the Pell Grant and/or HOPE Scholarship program, if eligible. Depending on the need and availability of WIA funding, Pell funds may be combined with WIA funds to cover total expenses.
- (7) WIA funding may be provided for college level and post baccalaureate instruction only if all of the following conditions have been met:
  - The customer must be accepted into a certificate or diploma program, and the course of study must be occupation-specific (i.e., radiologic technician, accounting, teacher certification). No funds shall be provided for general academic programs (i.e. General Studies, Bachelors of Business Administration, Bachelors of Art, etc.).
  - Total course of study will take no longer than 104 weeks (2 years) to complete and be a certificate or degree program.
  - The customer must demonstrate that he/she has the financial resources to attend long-term training.
- (8) Continuing Education and other similar courses will be approved if the following conditions apply:
  - The customer must have a specific occupational goal
  - The customer must have a work history or educational background that relates to the occupational goal.
  - The customer must present evidence describing how the proposed training will increase his/her employment marketability.
- (9) ITAs may be utilized for expenses related to training, including but not limited to the following: books, tuition and fees, supplies, tools, uniform pants and shoes, certification, licensing, testing fees, drug testing for entrance into training, medical requirements for training entrance, etc.
- (10) Customers accepted on a provisional basis may receive assistance on a case-by-case basis.
- (11) ITAs will not be used for payment of late fees caused by customer error or delay. The customer will be responsible for these fees, as he/she is responsible for other fines or penalties.
- (12) Each local Workforce Investment Board will determine funding limitations. A sample guide to training limitations follows:
  - Up to \$5000.00 in training costs, excluding support, may be expended for each participant for the first year of training.
  - For training that extends beyond one year, total training costs may not exceed \$8000.00 excluding support.
  - If the cost of training exceeds funds limitation guidelines, career consultants should assist in developing a financial plan to cover total costs of training. Customers shall not be required to apply for or access student loans, or incur personal debt as a condition of participation.





DeKalb Workforce Development  
*Where Workforce Comes Together*

## DeKalb Workforce Development Complaints and Grievances

Whenever any person, organization or agency believes that the Governor, or the Governor's designee, WIA grant recipient or Governor's designee, WIA grant recipient or other sub recipient (e.g. service providers, contractors) has engaged in conduct that violates the WIA Act and has a concern regarding this violation, the problem should first be discussed informally between those involved and then with the Georgia Department of Economic Development, Workforce Division before a grievance or complaint is filed. Grievances or requests regarding local area designation should be directly submitted to the Executive Committee of the State Workforce Investment Board for review before the full SWIB.

The grievance or complaint process is intended to allow for a resolution of the violation at the most local level. Applicants and participants for WIA-related services through the Workforce Investment Act (WIA) Title I will be treated fairly by Georgia Department of Economic Development, Workforce Division or any of its sub recipients for funds entrusted to the agency and no applicant, participant, employee, service provider or training provider will be intimidated, threatened, coerced or discriminated against because they have made a complaint, testified, assisted or participated in any manner of an investigation, proceeding or hearing.

The Georgia Department of Economic Development, Workforce Division is prohibited from discriminating, under Section 188 of the Workforce Investment Act of 1998, against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially assisted program or activity.

Grievances and complaints should be filed as the participant's right in accordance with the written procedures established by the Georgia Department of Economic Development, Workforce Division in this subsection for WIA-funded program or activity whether informally or formally signed and in written form. If you think that you have been subjected to discrimination under a WIA-funded program or activity, you may file a complaint within 180 days from the date of the alleged violation to the WIA Equal Opportunity Officer at DeKalb Workforce Development. If you elect to file your complaint with the Georgia Department of Economic Development, Workforce Division, you must wait until DeKalb Workforce Development has issued a decision or until 30 calendar days have passed, whichever is sooner, before filing with the Georgia Department of Economic Development, Workforce Division.

After 30 calendar days of filing your grievance, the Georgia Department of Economic Development, Workforce Division requires DeKalb Workforce Development – local area to provide a formal decision, if the issue is not resolved informally. If you find the local hearing decision unsatisfactory, or if the local area does not respond to you in the allotted 30 days, you will have the opportunity to file a request for review by the Georgia Department of Economic Development, Workforce Division.

If you find the Georgia Department of Economic Development, Workforce Division's decision unsatisfactory, or if the division does not respond to you in the allotted 45 days, you will have the opportunity to file a request for review by the Executive Council Officer of the Governor. At the State level, WIA requires an opportunity for an informal resolution and hearing to be completed within 60 calendar days of the filing. If the State's representative from Georgia Department of Economic Development, Workforce Division or the Executive Council does not respond within the 60 days, or either party wants to appeal, WIA allows for a formal appeal to the U.S. Department of Labor. Federal appeals must be made within 60 calendar days of the receipt of the decision being appealed. USDOL will make a final decision no later than 120 days after receiving a formal appeal.

USDOL will only investigate grievances and complaints arising through the established procedures by the State. WIA does not allow for federal intervention until the formal procedure has been followed as outlined below.

I. Contact Local Area – DeKalb Workforce Development for inquiry to resolution of alleged grievance or complaint

Sandeep Gill  
EEO Officer  
DeKalb Workforce Development  
774 Jordan Lane, Building 4  
Decatur, Georgia 30033





DeKalb Workforce Development  
*Where Workforce Comes Together*

Email: [sgill@dekalbcountyga.gov](mailto:sgill@dekalbcountyga.gov)  
Phone: (404) 687-3437  
Fax: (404) 687-4099

II. Contact State WIA EO Officer, GOWD  
Cherry Peterson  
Georgia Department of Economic Development, Workforce Division  
75 Fifth Street, NW, Suite 845  
Atlanta, Georgia 30308  
Email: [CPeterson@georgia.gov](mailto:CPeterson@georgia.gov)  
Phone: (404) 962-4005  
Fax: (404) 463-5043

OR  
Ben Hames, Executive Director  
Georgia Department of Economic Development, Workforce Division  
75 Fifth Street, NW, Suite 845  
Atlanta, Georgia 30308  
Email: [bhames@georgia.gov](mailto:bhames@georgia.gov)  
Phone: (404) 962-4005  
Fax: (404) 463-5043

III. If the resolution is not sufficient, contact mediator at  
The Executive Council Office of The Governor  
201 State Capital  
Atlanta, GA 300334  
Phone: (404) 656-1776

IV. If resolution is not sufficient, contact  
Director, Civil Rights Center (CRC),  
U.S. Department of Labor  
200 Constitution Ave. NW Room – N4123  
Washington, DC 20210

Use form at: <http://www.dol.gov/oasam/programs/crc/Cife.pdf>

People with Hearing Impairments may contact the Georgia Relay Center at 1-800-255-0056 or 711

Discrimination complaints related to WIA service delivery are handled separately from non-criminal complaints from participants. If you think that you have been subjected to discrimination under a WIA Title I financially assisted program or activity, please see Section 1.7 Notice of Equal Opportunity and Nondiscrimination and Section 3.1.1 WIA Administration Standards.

In case of suspected fraud, abuse or other alleged criminal activity, you should direct your concerns to the Georgia Office of Inspector General, 1-866-435-7644 or email at [inspector.general@oig.ga.gov](mailto:inspector.general@oig.ga.gov). This document can be translated using [www.microsofttranslator.com](http://www.microsofttranslator.com)

I have read and understand the above statement and acknowledge so by my signature.

Applicant Signature \_\_\_\_\_

SSN: \_\_\_\_\_

Counselor Signature \_\_\_\_\_

Date: \_\_\_\_\_



## Cost Allocation Plan

DeKalb Workforce Development (DWD) is the administrative entity for Service Delivery Area 05 Workforce Investment Act (WIA). As the administrative entity, Area 05 is responsible for the preparation of a cost allocation plan which supports pooled costs charged to WIA. DWD will adopt this cost allocation plan effective May 1, 2013 upon approval from the Governor's Office of Workforce Development.

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### Background

DeKalb Workforce Development (DWD) is a department within DeKalb County Government. The department's director is responsible for the Workforce Development staff and its WIA programs. DWD is a One Stop Center, providing core, intensive and training services to eligible Adult, Dislocated Worker and Youth customers.

### Cost Allocation Plan Narrative

Costs for the Department are charged based on the type of work performed and by the program benefiting from the work. Costs are identified by expenditure type and directly tied to specific grants, which can be sub-classed to identify the Administrative and Program portions of the grants.

All costs incurred by DWD must be charged to a specific program element as a direct charge or allocated to all program elements as a shared cost. Direct charges are defined in as expenses that can be identified specifically with a particular cost objective (OMB Circular A-87 - Revised). Shared costs are those incurred for a common or joint purpose benefiting more than one program or element and not readily assignable to the program element(s) specifically benefited. Below is a listing of the expense categories that apply to DWD and the manner in which they will be charged.

**1. Personnel Costs** – consists of salary, fringes and employee leave. The following is a description of how these costs will be charged:

**a. Salaries** – Employees are required to properly allocate their time on bi-weekly timesheets, distributing time according to funding sources and program activities receiving the benefits of their time. Charges are based upon timesheets submitted by each employee. The salary of employees whose total time is not directly attributable to specific grant programs are charged to a common cost pool then allocated to the appropriate funding stream(s) based on direct labor charges for the applicable pay month. Time related to accounting, human resources, or procurement is charged to administration. Administrative costs are not required to be allocated back to the individual funding streams. (20 CFR667.210 (a)(3) - *Neither the five percent (5%) of the amount allotted that may be reserved for Statewide administrative costs nor the ten percent (10%) of the amount allotted that may be reserved for local administrative costs needs to be allocated back to the individual funding streams.*)

**b. Fringes (Health, Pension, FICA)** – A spreadsheet is used to allocate salaries based on time allocation (from employee timesheets). Salaries are charged to a clearing (suspense) account in Oracle. At the end of the month charges from the general ledger for salaries/benefits are reallocated based on the direct labor hours. A journal entry is then created to clear the suspense account.



c. Employee Leave Benefit -- Employee leave is allocated rather than being charged directly to programs, leave costs are placed in an interim pool by employee class then allocated during the pay month closing process. Allocations are made based on the direct labor charge to the program during the applicable pay month allocation closing process. The allocation in the accounting process seeks to equitably share these costs as a percentage of salaries.

#### **Allocation Process (Personnel Costs)**

Direct labor hours for Adult, Dislocated Worker, ISY, OSY and Admin are entered onto a spreadsheet for each employee. Leave hours, training and other non-direct hours in the common cost pool are entered and are automatically allocated back to the applicable funding streams based on the direct labor hours entered for the employee.

#### **Example**

	Adult	DW	I/S	O/S	Admin	Hours of Leave / Training / Other Non-Direct charges
Direct Hours	33.5	35.5	0	0	0	11
Allocation of Assess	0	0	0	0	0	0
Allocation of Leave/Training/Other Non-Direct charges	5.34	5.66	0	0	0	0
<b>Total Direct Hours</b>	<b>38.84</b>	<b>41.16</b>	0	0	0	<b>11</b>

**2. Participant Services and Direct Support** - services provided directly to our client base for which all content can be directly attributed to a specific grant or program element are charged as direct costs to the benefiting program or cost objective. Prepaid items that cannot be directly charged to a specific grant are allocated based on active participant counts for the previous month according to data reported to the State's MIS system.

**3. Travel/Training** – costs that can be directly attributable to an employee whose salary is charged as a direct cost, their travel/training costs are also charged as direct costs. Staff travel/training costs are allocated to grants or program cost objectives according to the total time spent by an employee on a specific program element during the period in which the travel occurred. Travel costs, that are administrative in nature and not attributable to a specific grant program will be charged to the applicable cost pool and be allocated on the basis of direct labor hours.

#### **4. Supplies –**

These costs can be charged direct through purchase orders for supplies. If the cost can be identified as benefiting a specific program or cost objective it is charged direct. If the cost cannot be readily identified as benefiting a specific grant program, the cost is charged to the applicable cost pool and is allocated on the basis of direct labor hours. Cost is charged to the applicable cost pool and is allocated on the basis of direct labor hours.

**5. Overhead** –These costs include utilities, postage, fleet expenses, telephone and long distance. If a cost can be identified as benefiting a specific program or cost objective, it is



charged direct. If it cannot be readily identified as benefiting a specific grant program, a spreadsheet is used to charge the cost to the applicable cost pool and calculate its allocation on the basis of direct labor hours for the applicable month.

**6. Dues and Registrations** – costs from membership fees, conferences and subscriptions to trade publications that can be identified as benefiting a specific grant or cost objective are charged direct. If the cost cannot be readily identified as benefiting a specific grant program, the cost is charged to the applicable cost pool and is allocated on the basis of direct labor hours.

**7. Other Costs** – other costs are charges that represent expenses that cannot be charged in any of the other identified categories listed. If these charges can be identified as benefiting a specific grant program or cost objective, then it is charged direct. If these costs cannot be readily identified as benefiting a specific grant program or cost objective, then the cost to the applicable cost pool will be charged to the applicable cost pool and allocated on the basis of direct labor hours.

**8. Facilities Maintenance/Rent/Custodial** - costs for facilities maintenance, rent and custodial services are charged directly to the benefiting grant program. A spreadsheet is used to allocate charges based on the functional usage of space for the facility. Facilities costs that benefit more than one program are allocated to each benefiting program on the basis of usable square feet of space. The cost of each shared used unit of space is allocated to the benefiting program based on full-time employees (FTEs). Building improvement charges are allocated on an FTE basis.

#### Example

Program Space		Est. Sq. Ft				
Total space		12,895 sq.ft.				
A Resource Center/1 Stop/BRU						
Designated Space(offices	C1-2	957.00	3.82%		Program	BRU/1Stop
Resource Center	C3-4	7253.00	25.03%		Program	
Total		8,210.00	28.851%	10,018.13		10,018.13

#### Common Cost Pool

Joint and similar types of costs may be charged initially to a cost pool used for the accumulation of such costs pending distribution in due course to the ultimate benefiting cost objective/category. Administrative costs are not required to be allocated back to the individual funding streams (20 CFR667.210 (a)(3)). The common cost pool consists of costs for activities that benefit all programs and that cannot be directly charged to a program or cost objective.

#### CERTIFICATE OF COST ALLOCATION PLAN

This is to certify that I have reviewed the cost allocation plan or proposed amendment prepared by DeKalb Workforce Development and to the best of my knowledge and belief:

(1) All costs included in this proposal adopted to establish cost allocations or billings on and after May 1, 2013 are allowable in accordance with the Federal agreement(s) to which they apply the cost principles applicable to those agreements.



(2) This proposal does not include any costs which are unallowable under applicable cost principles, such as (without limitation): entertainment costs, fines and penalties, lobbying costs, and defense and prosecution of criminal and civil proceedings.

(3) All costs included in this proposal are properly allocable to Federal agreements on the basis of a beneficial or causal relationship between the expenses incurred and the agreements to which they are allocated in accordance with applicable requirements. Further, the same costs that have been treated as indirect costs have not been claimed as direct costs. Similar types of costs have been accounted for consistently.

I declare that the foregoing is true and correct.

Signature: \_\_\_\_\_

Name of Official: \_\_\_\_\_

Title: \_\_\_\_\_

Date of Execution: \_\_\_\_\_

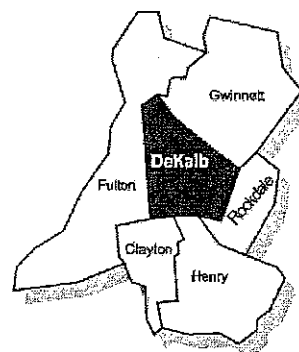




## AREA LABOR PROFILE

**DeKalb**

**County**



Updated: Jan 2014

### Labor Force Activity - 2012

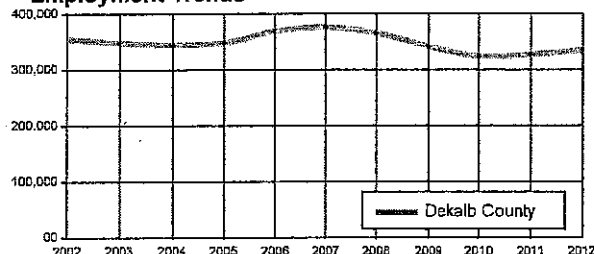
#### 2012 ANNUAL AVERAGES

	Labor Force	Employed	Unemployed	Rate
DeKalb	369,188	334,971	34,217	9.3%
Clayton	130,580	116,109	14,471	11.1%
Fulton	463,788	419,127	44,661	9.6%
Gwinnett	438,826	404,404	34,422	7.8%
Henry	106,795	97,225	9,570	9.0%
Rockdale	41,962	37,716	4,246	10.1%
<b>DeKalb Area</b>	<b>1,551,139</b>	<b>1,409,552</b>	<b>141,587</b>	<b>9.1%</b>
Georgia	4,806,103	4,371,608	434,495	9.0%
United States	154,975,000	142,469,000	12,506,000	8.1%

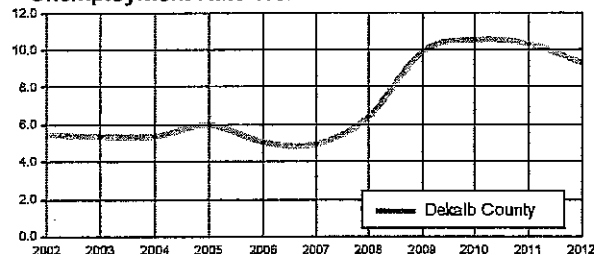
Note: This series reflects the latest information available. Labor Force includes residents of the county who are employed or actively seeking employment.

Source: Georgia Department of Labor; U.S. Bureau of Labor Statistics.

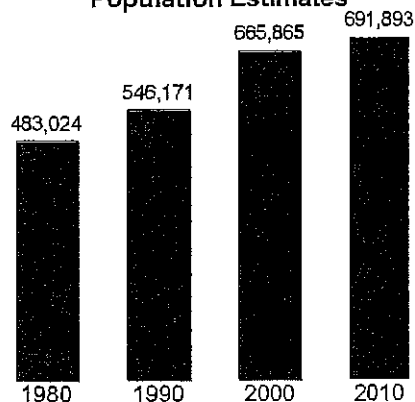
#### Employment Trends



#### Unemployment Rate Trends



#### Population Estimates



#### Population

	2010 Census	2012 Rank	2012 Estimate	% Change 2010-2012	2025 Projected*	% Change 2010-2025
DeKalb	691,893	4	707,089	2.2	960,283	38.8
City of Decatur	19,335					
<b>DeKalb Area</b>	<b>2,966,356</b>		<b>3,087,669</b>	<b>4.1</b>	<b>4,135,823</b>	<b>39.4</b>
Georgia	9,687,653		9,919,945	2.4	13,426,590	38.6
United States	308,745,538		313,914,040	1.7	349,439,199	13.2

Source: Population Division, U.S. Census Bureau, \*Governor's Office of Planning and Budget.

**MARK BUTLER - COMMISSIONER, GEORGIA DEPARTMENT OF LABOR**  
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**Workforce Statistics & Economic Research; E-mail: [Workforce\\_Info@dol.state.ga.us](mailto:Workforce_Info@dol.state.ga.us) Phone: (404) 232-3875**



# Industry Mix - 2nd Quarter of 2013

INDUSTRY	DeKalb				DeKalb Area			
	NUMBER OF FIRMS	EMPLOYMENT NUMBER	PERCENT	WEEKLY WAGE	NUMBER OF FIRMS	EMPLOYMENT NUMBER	PERCENT	WEEKLY WAGE
<b>Goods-Producing</b>	<b>1,396</b>	<b>22,214</b>	<b>8.1</b>	<b>1,002</b>	<b>8,058</b>	<b>120,698</b>	<b>7.9</b>	<b>1,253</b>
Agriculture, Forestry, Fishing and Hunting	3	*	*	*	84	597	0.0	930
Mining, Quarrying, and Oil and Gas Extraction	9	91	0.0	2,128	34	440	0.0	1,431
Construction	890	9,506	3.5	975	5,393	45,174	3.0	1,014
Manufacturing	494	12,553	4.6	1,017	2,547	74,487	4.9	1,399
Food	46	2,494	0.9	866	206	14,427	0.9	2,337
Beverage and Tobacco Product	7	403	0.1	1,131	29	1,614	0.1	1,181
Textile Mills	2	*	*	*	26	726	0.0	1,236
Textile Product Mills	13	90	0.0	591	75	903	0.1	606
Apparel	5	18	0.0	464	34	508	0.0	704
Leather and Allied Product	1	*	*	*	5	65	0.0	953
Wood Product	14	493	0.2	1,268	72	1,893	0.1	868
Paper	12	815	0.3	1,032	71	3,879	0.3	1,143
Printing and Related Support Activities	88	1,471	0.5	1,063	379	6,212	0.4	980
Petroleum and Coal Products	1	*	*	*	15	356	0.0	1,116
Chemical	36	679	0.2	1,117	195	5,830	0.4	1,328
Plastics and Rubber Products	22	1,138	0.4	1,067	102	5,466	0.4	943
Nonmetallic Mineral Product	35	570	0.2	1,026	153	4,263	0.3	1,186
Primary Metal	3	25	0.0	843	25	228	0.0	986
Fabricated Metal Product	46	943	0.3	910	242	5,382	0.4	861
Machinery	33	1,107	0.4	1,026	132	4,365	0.3	1,218
Computer and Electronic Product	24	320	0.1	1,348	162	6,447	0.4	1,806
Electrical Equipment, Appliance, and Component	10	410	0.1	1,277	75	3,247	0.2	1,646
Transportation Equipment	14	496	0.2	1,367	101	1,955	0.1	1,138
Furniture and Related Product	21	242	0.1	613	145	2,447	0.2	857
Miscellaneous	61	803	0.3	867	303	4,274	0.3	1,104
<b>Service-Providing</b>	<b>15,044</b>	<b>209,654</b>	<b>76.6</b>	<b>942</b>	<b>79,397</b>	<b>1,195,576</b>	<b>78.7</b>	<b>1,033</b>
Utilities	22	937	0.3	1,770	103	6,368	0.4	1,554
Wholesale Trade	1,193	12,650	4.6	1,260	7,351	87,245	5.7	1,424
Retail Trade	2,136	29,982	11.0	524	9,835	152,816	10.1	563
Transportation and Warehousing	372	13,253	4.8	938	2,322	93,131	6.1	1,138
Information	423	10,500	3.8	1,600	2,187	68,092	4.5	1,718
Finance and Insurance	896	10,404	3.8	1,293	5,614	77,958	5.1	1,666
Real Estate and Rental and Leasing	826	3,800	1.4	838	4,616	30,587	2.0	1,044
Professional, Scientific, and Technical Services	2,899	16,758	6.1	1,331	15,620	126,955	8.4	1,546
Management of Companies and Enterprises	109	6,215	2.3	1,734	659	30,771	2.0	1,758
Administrative and Support and Waste Management and Remediation Services	993	17,985	6.6	719	5,993	126,713	8.3	729
Educational Services	293	17,215	6.3	1,477	1,349	37,942	2.5	1,112
Health Care and Social Assistance	1,717	37,130	13.6	894	8,208	154,989	10.2	944
Arts, Entertainment, and Recreation	241	3,466	1.3	401	1,096	20,548	1.4	714
Accommodation and Food Services	1,351	21,502	7.9	332	6,990	141,562	9.3	403
Other Services (except Public Administration)	1,573	7,858	2.9	649	7,454	39,897	2.6	684
Unclassified - industry not assigned	1,372	902	0.3	1,001	6,521	4,580	0.3	1,074
<b>Total - Private Sector</b>	<b>17,812</b>	<b>232,770</b>	<b>85.1</b>	<b>948</b>	<b>93,976</b>	<b>1,320,854</b>	<b>86.9</b>	<b>1,053</b>
<b>Total - Government</b>	<b>356</b>	<b>40,808</b>	<b>14.9</b>	<b>1,012</b>	<b>1,551</b>	<b>198,539</b>	<b>13.1</b>	<b>994</b>
Federal Government	66	11,645	4.3	1,503	366	39,770	2.6	1,557
State Government	88	7,634	2.8	737	370	45,165	3.0	938
Local Government	202	21,529	7.9	844	815	113,604	7.5	820
<b>ALL INDUSTRIES</b>	<b>18,168</b>	<b>273,577</b>	<b>100.0</b>	<b>957</b>	<b>95,527</b>	<b>1,519,393</b>	<b>100.0</b>	<b>1,046</b>
<b>ALL INDUSTRIES - Georgia</b>					<b>274,628</b>	<b>3,920,413</b>		<b>867</b>

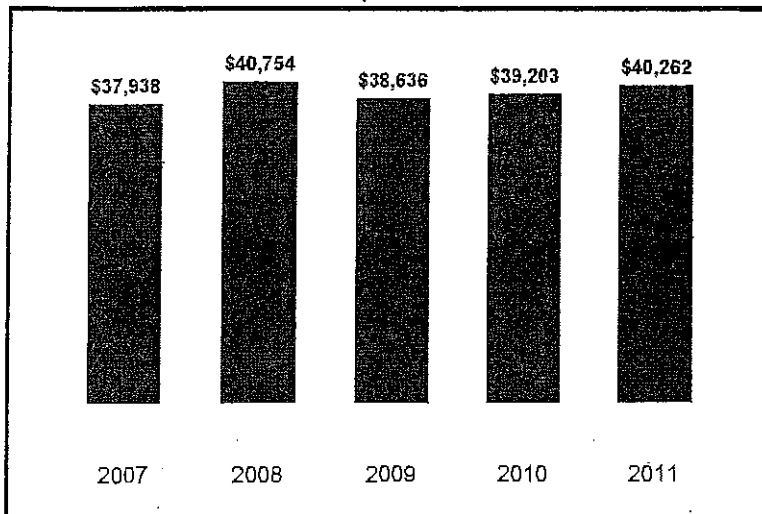
Note: \*Denotes confidential data relating to individual employers and cannot be released. These data use the North American Industrial Classification System (NAICS) categories. Average weekly wage is derived by dividing gross payroll dollars paid to all employees - both hourly and salaried - by the average number of employees who had earnings; average earnings are then divided by the number of weeks in a reporting period to obtain weekly figures. Figures in other columns may not sum accurately due to rounding. All figures are 2nd Quarter of 2013.

Source: Georgia Department of Labor. These data represent jobs that are covered by unemployment insurance laws.



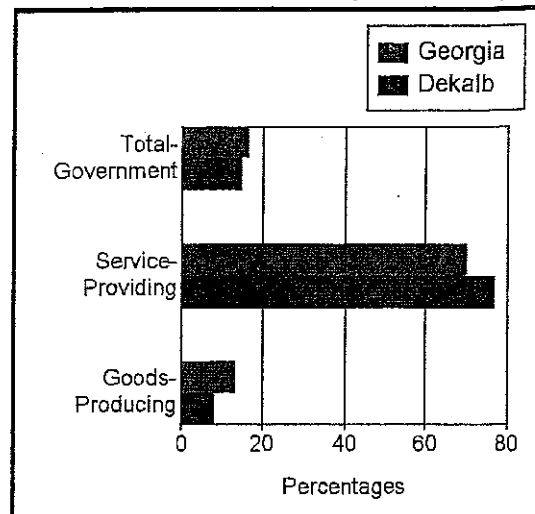
## Dekalb Per Capita Income

Source: U.S. Bureau of Economic Analysis



## Dekalb Industry Mix 2013

Source: See Industry Mix data on Page 2.



## Top Ten Largest Employers - 2012\*

### Dekalb

AT&T Services, Inc.  
 Childrens Healthcare of Atlanta  
 Cox Enterprises Inc  
 DeKalb Medical Center, Inc.  
 Emory Healthcare, Inc.  
 Emory University  
 Georgia Perimeter College  
 The Kroger Company  
 United Parcel Service  
 Walmart

\*Note: Represents employment covered by unemployment insurance excluding all government agencies except correctional institutions, state and local hospitals, state colleges and universities. Data shown for the Third Quarter of 2012. Employers are listed alphabetically by area, not by the number of employees.

Source: Georgia Department of Labor

### DeKalb Area

#### COUNTY

AT&T Services, Inc.	Fulton
Delta Air Lines, Inc.	Clayton
Delta Air Lines, Inc.	Fulton
Emory Healthcare, Inc.	Dekalb
Emory University	Dekalb
Georgia Institute Of Technology	Fulton
Grady Health System	Fulton
Northside Hospital	Fulton
South Jersey Hospital	Fulton
Turner Sports	Fulton

## Commuting Patterns

### EMPLOYED RESIDENTS OF

#### Dekalb

COUNTY WHERE EMPLOYED	NUMBER	PERCENT OF TOTAL
Dekalb, GA	149,102	45.4
Fulton, GA	118,018	36.0
Gwinnett, GA	27,264	8.3
Cobb, GA	11,618	3.5
Clayton, GA	5,954	1.8
Rockdale, GA	2,775	0.8
Henry, GA	1,871	0.6
Forsyth, GA	1,182	0.4
Other	10,284	3.1
<b>Total Residents:</b>	<b>328,068</b>	<b>100.0</b>

### PERSONS WORKING IN

#### Dekalb

COUNTY OF RESIDENCE	NUMBER	PERCENT OF TOTAL
Dekalb, GA	149,102	48.0
Gwinnett, GA	48,451	15.6
Fulton, GA	38,210	12.3
Cobb, GA	16,565	5.3
Clayton, GA	9,769	3.1
Henry, GA	7,948	2.6
Rockdale, GA	7,154	2.3
Newton, GA	5,337	1.7
Other	28,299	9.1
<b>Total Residents:</b>	<b>310,835</b>	<b>100.0</b>

Note: Other category represents employment from U.S. counties only.

Source: U.S. Census Bureau - 2010 County-To-County Worker Flow Files.



## Education of the Labor Force

### DeKalb Area

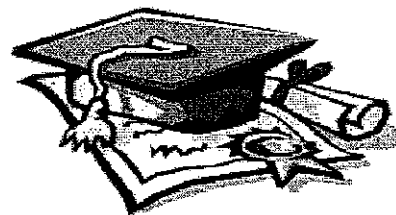
	PERCENT OF TOTAL	PERCENT DISTRIBUTION BY AGE				
		18-24	25-34	35-44	45-64	65+
Elementary	5.0%	4.1%	5.9%	4.1%	3.7%	10.1%
Some High School	8.2%	15.8%	7.4%	5.5%	6.3%	11.8%
High School Grad/GED	24.6%	30.1%	21.9%	22.1%	23.9%	30.4%
Some College	22.0%	35.0%	20.0%	19.7%	20.7%	18.2%
College Grad 2 Yr	6.3%	3.3%	6.2%	8.0%	7.4%	3.6%
College Grad 4 Yr	22.3%	10.8%	26.9%	26.3%	23.4%	15.1%
Post Grad Studies	11.7%	1.0%	11.7%	14.4%	14.6%	10.8%
Totals	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Totals are based on the portion of the labor force between ages 18 - 65+. Some College category represents the percentage total of workers with either Some College with no degree or an Associate degree.

Source: U.S. Census Bureau - 2010 ACS 5-year estimate.

## High School Graduates - 2012\*\*

	PUBLIC SCHOOLS	PRIVATE SCHOOLS*	TOTAL
Clayton	2,396	—	2,396
Dekalb	5,631	—	5,631
Fulton	7,834	—	7,834
Gwinnett	9,780	—	9,780
Henry	2,686	—	2,686
Rockdale	1,045	—	1,045
DeKalb Area	29,372	—	29,372



Note: Public schools include city as well as county schools systems.

\* Private schools data is not available for 2012 from Georgia Independent School Association.

\*\* Data shown represents Annual 2012.

## Colleges and Universities

### DeKalb Area

#### Fulton

Argosy University-Atlanta	
Georgia Military College-Atlanta Campus	
Bauder College	<a href="http://atlanta.bauder.edu/pages/homepage.aspx">atlanta.bauder.edu/pages/homepage.aspx</a>
Troy University	<a href="http://atlanta.troy.edu">atlanta.troy.edu</a>
Embry-Riddle - Atlanta Metro Campus	<a href="http://fusion.erau.edu/ec/www/centerinfo.cfm?code=b8">http://fusion.erau.edu/ec/www/centerinfo.cfm?code=b8</a>
Psychological Studies Institute-Atlanta	<a href="http://www.psy.edu/">http://www.psy.edu/</a>
Strayer University-Roswell	<a href="http://www.strayer.edu/">http://www.strayer.edu/</a>
Atlanta College of Art	<a href="http://www.sca.edu">www.sca.edu</a>
American InterContinental University	<a href="http://www.aiuniv.edu">www.aiuniv.edu</a>
American InterContinental University-Atlanta	<a href="http://www.aiuniv.edu/atlanta">www.aiuniv.edu/atlanta</a>
Anthem College-Atlanta	<a href="http://www.anthem.edu">www.anthem.edu</a>
The Art Institute of Atlanta	<a href="http://www.artinstitutes.edu/atlanta">www.artinstitutes.edu/atlanta</a>
Atlanta Technical College	<a href="http://www.atlantatech.edu/">www.atlantatech.edu/</a>
Atlanta Metropolitan State College	<a href="http://www.atlm.edu">www.atlm.edu</a>
Brown College of Court Reporting	<a href="http://www.bccr.edu">www.bccr.edu</a>
Beulah Heights University	<a href="http://www.beulah.org">www.beulah.org</a>
Brown Mackie College-Atlanta	<a href="http://www.brownmackie.edu">www.brownmackie.edu</a>
Carver Bible College	<a href="http://www.carver.edu">www.carver.edu</a>



# Colleges and Universities

## DeKalb Area

Clark Atlanta University	<a href="http://www.cau.edu">www.cau.edu</a>
Central Michigan University	<a href="http://www.cel.cmich.edu/atlanta/default.html?site=atmtr">www.cel.cmich.edu/atlanta/default.html?site=atmtr</a>
Chamberlain College of Nursing-Georgia	<a href="http://www.chamberlain.edu">www.chamberlain.edu</a>
The Creative Circus	<a href="http://www.creativecircus.edu">www.creativecircus.edu</a>
Emory University	<a href="http://www.emory.edu">www.emory.edu</a>
Everest Institute-Decatur	<a href="http://www.everest.edu/campus/atlanta_dekalb">www.everest.edu/campus/atlanta_dekalb</a>
Georgia Institute of Technology-Main Campus	<a href="http://www.gatech.edu">www.gatech.edu</a>
Grady Health System Professional Schools	<a href="http://www.gradyhealthsystem.org">www.gradyhealthsystem.org</a>
Georgia State University	<a href="http://www.gsu.edu">www.gsu.edu</a>
Herzing University-Atlanta	<a href="http://www.herzing.edu">www.herzing.edu</a>
Institute Of Paper Science And Technology	<a href="http://www.ipst.edu">www.ipst.edu</a>
Interdenominational Theological Center	<a href="http://www.itc.edu">www.itc.edu</a>
ITT Technical Institute-Atlanta	<a href="http://www.itt-tech.edu">www.itt-tech.edu</a>
Atlanta's John Marshall Law School	<a href="http://www.johnmarshall.edu">www.johnmarshall.edu</a>
Devry University Keller Graduate School	<a href="http://www.keller.edu">www.keller.edu</a>
Medtech Institute	<a href="http://www.medtech.edu">www.medtech.edu</a>
Mercer University In Atlanta	<a href="http://www.mercer.edu">www.mercer.edu</a>
Morehouse College	<a href="http://www.morehouse.edu">www.morehouse.edu</a>
Morris Brown College	<a href="http://www.morrisbrown.edu">www.morrisbrown.edu</a>
Morehouse School of Medicine	<a href="http://www.msm.edu">www.msm.edu</a>
NCPT	<a href="http://www.ncptafl.edu">www.ncptafl.edu</a>
Oglethorpe University	<a href="http://www.oglethorpe.edu">www.oglethorpe.edu</a>
University of Phoenix-Atlanta Campus	<a href="http://www.phoenix.edu">www.phoenix.edu</a>
Point University	<a href="http://www.point.edu">www.point.edu</a>
Portfolio Center	<a href="http://www.portfoliocenter.edu">www.portfoliocenter.edu</a>
SAE Institute of Technology-Atlanta	<a href="http://www.sae.edu">www.sae.edu</a>
Saint Leo University	<a href="http://www.saintleo.edu">www.saintleo.edu</a>
Sanford-Brown College-Atlanta	<a href="http://www.sanfordbrown.edu/atlanta">www.sanfordbrown.edu/atlanta</a>
Shorler University-College of Adult & Professional Programs	<a href="http://www.shorler.edu/capp/">www.shorler.edu/capp/</a>
South University-Accelerated Graduate Programs	<a href="http://www.southuniversity.edu/savannah/business-administration-degree-amba-215312.aspx">www.southuniversity.edu/savannah/business-administration-degree-amba-215312.aspx</a>
Spelman College	<a href="http://www.spelman.edu">www.spelman.edu</a>
Strayer University-Georgia	<a href="http://www.strayer.edu/campus/chamblee">www.strayer.edu/campus/chamblee</a>
Westwood College-Atlanta Midtown	<a href="http://www.westwood.edu">www.westwood.edu</a>
Westwood College-Northlake	<a href="http://www.westwood.edu">www.westwood.edu</a>

## Gwinnett

Asher School of Business	<a href="http://asbaec.com">asbaec.com</a>
Aviation Institute of Maintenance-Atlanta	<a href="http://www.aviation.edu/aim-attanta/default.aspx">www.aviation.edu/aim-attanta/default.aspx</a>
Everest Institute-Norcross	<a href="http://www.everest.edu/campus/norcross">www.everest.edu/campus/norcross</a>
Georgia Christian University	<a href="http://www.gcuniv.edu">www.gcuniv.edu</a>
Georgia Gwinnett College	<a href="http://www.ggc.edu">www.ggc.edu</a>
Gwinnett College-Lilbourn	<a href="http://www.gwinnettcollege.edu">www.gwinnettcollege.edu</a>
Gwinnett Technical College	<a href="http://www.gwinnettech.edu">www.gwinnettech.edu</a>
ITT Technical Institute-Duluth	<a href="http://www.itt-tech.edu">www.itt-tech.edu</a>
Devry University Keller Graduate School	<a href="http://www.keller.edu">www.keller.edu</a>
Lincoln College of Technology	<a href="http://www.lincolncollegeoftechnology.com">www.lincolncollegeoftechnology.com</a>
Lincoln College of Technology-Marietta	<a href="http://www.lincolnedu.com">www.lincolnedu.com</a>
Saint Leo University	<a href="http://www.saintleo.edu">www.saintleo.edu</a>

## Dekalb

Dekalb Medical Center School of Radiology	<a href="http://www.dekalbmedicalcenter.org/careers/radiologyschool/tabid/180/default.aspx">http://www.dekalbmedicalcenter.org/careers/radiologyschool/tabid/180/default.aspx</a>
Agnes Scott College	<a href="http://www.agnesscott.edu">www.agnesscott.edu</a>
Le Cordon Bleu College of Culinary Arts-Atlanta	<a href="http://www.chefs.edu/atlanta">www.chefs.edu/atlanta</a>
Columbia Theological Seminary	<a href="http://www.ctsnet.edu">www.ctsnet.edu</a>
Devry Institute of Technology	<a href="http://www.devry.edu">www.devry.edu</a>
DeVry University-Georgia	<a href="http://www.devry.edu">www.devry.edu</a>
Georgia Perimeter College	<a href="http://www.gpc.edu">www.gpc.edu</a>



## Colleges and Universities

### DeKalb Area

Community Education Center (Satellite campus of Georgia Piedmont Technical College)	<a href="http://www.gptc.edu">www.gptc.edu</a>
Georgia Piedmont Technical College	<a href="http://www.gptc.edu">www.gptc.edu</a>
Paul M. Stames Center (Satellite campus of Georgia Piedmont Technical College)	<a href="http://www.gptc.edu">www.gptc.edu</a>
Regional Transportation Training (Satellite campus of Georgia Piedmont Technical College)	<a href="http://www.gptc.edu">www.gptc.edu</a>
Gupton Jones College of Funeral Service	<a href="http://www.gupton-jones.edu">www.gupton-jones.edu</a>
Interactiva College of Technology-Chamblee	<a href="http://www.ict-ils.edu">www.ict-ils.edu</a>
DeVry University's Keller Graduate School of Management-GA	<a href="http://www.keller.edu">www.keller.edu</a>
Luther Rice University & Seminary	<a href="http://www.lru.edu">www.lru.edu</a>

### Clayton

Strayer University-Morrow	<a href="http://www.strayer.edu/">http://www.strayer.edu/</a>
Clayton State University	<a href="http://www.clayton.edu">www.clayton.edu</a>
ITT Technical Institute-Kennesaw	<a href="http://www.itt-tech.edu">www.itt-tech.edu</a>

### Rockdale

Rockdale Center (Satellite campus of Georgia Piedmont Technical College)	<a href="http://www.gptc.edu">www.gptc.edu</a>
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### Henry

Georgia State University	<a href="http://www.gsu.edu">www.gsu.edu</a>
Mercer University	<a href="http://www.mercer.edu">www.mercer.edu</a>
Henry County Academy (Satellite campus of Southern Crescent Technical College)	<a href="http://www.sctech.edu">www.sctech.edu</a>

Note: The colleges and universities listed include public and private institutions. This list is updated periodically as information becomes available.

Source: Integrated Postsecondary Education Data System (IPEDS).

## Technical College Graduates - 2012\*

PROGRAMS	TOTAL GRADUATES			PERCENT CHANGE	
	2010	2011	2012	2010-2011	2011-2012
Accounting Technology/Technician and Bookkeeping	185	219	214	18.4	-2.3
Administrative Assistant and Secretarial Science, General	15	16	10	6.7	-37.5
Automobile/Automotive Mechanics Technology/Technician	206	326	99	58.3	-69.6
Banking and Financial Support Services	9	8	7	-11.1	-12.5
Business Administration and Management, General	40	30	31	-25.0	3.3
Child Care and Support Services Management	5	6	6	20.0	0.0
Child Care Provider/Assistant	17	17	29	0.0	70.6
Clinical/Medical Laboratory Technician	10	10	11	0.0	10.0
Communications Systems Installation and Repair Technology	10	2	5	-80.0	150.0
Computer Engineering Technology/Technician	9	8	4	-11.1	-50.0
Computer Programming, Specific Applications	16	1	4	-93.8	300.0
Computer Programming/Programmer, General	2	7	11	250.0	57.1
Computer Systems Networking and Telecommunications	30	52	20	73.3	-61.5
Cosmetology/Cosmetologist, General	37	33	19	-10.8	-42.4
Criminal Justice/Police Science	5	8	9	60.0	12.5
Criminal Justice/Safety Studies	60	86	80	43.3	-7.0
Data Entry/Microcomputer Applications, General	2	4	3	100.0	-25.0



# Technical College Graduates - 2012\*

PROGRAMS	TOTAL GRADUATES			PERCENT CHANGE	
	2010	2011	2012	2010-2011	2011-2012
Data Modeling/Warehousing and Database Administration	4	8	7	100.0	-12.5
Data Processing and Data Processing Technology/Technician	9	6	13	-33.3	116.7
Drafting and Design Technology/Technician, General	11	26	8	136.4	-69.2
Early Childhood Education and Teaching	83	141	63	69.9	-55.3
Electrical, Electronic and Communications Engineering Technology/Technician	14	5	5	-64.3	0.0
Electrical/Electronics Equipment Installation and Repair, General	17	20	20	17.6	0.0
Emergency Medical Technology/Technician (EMT Paramedic)	56	76	5	35.7	-93.4
Fire Science/Fire-fighting	1	6	2	500.0	-66.7
Heating, Air Conditioning, Ventilation and Refrigeration Maintenance Technology/	150	174	132	16.0	-24.1
Homeland Security	10	5	2	-50.0	-60.0
Human Resources Management/Personnel Administration, General	11	15	28	36.4	86.7
Legal Administrative Assistant/Secretary	3	3	3	0.0	0.0
Legal Assistant/Paralegal	16	11	17	-31.3	54.5
Licensed Practical/Vocational Nurse Training	28	31	12	10.7	-61.3
Lineworker	29	27	23	-6.9	-14.8
Medical/Clinical Assistant	13	8	5	-38.5	-37.5
Motorcycle Maintenance and Repair Technology/Technician	14	19	9	35.7	-52.6
Nursing Assistant/Aide and Patient Care Assistant/Aide	42	66	8	57.1	-87.9
Operations Management and Supervision	3	1	4	-66.7	300.0
Opticianry/Ophthalmic Dispensing Optician	61	119	47	95.1	-60.5
Phlebotomy Technician/Phlebotomist	16	15	8	-6.3	-46.7
Professional, Technical, Business, and Scientific Writing	5	3	2	-40.0	-33.3
Sales, Distribution, and Marketing Operations, General	30	52	17	73.3	-67.3
Truck and Bus Driver/Commercial Vehicle Operator and Instructor	87	85	61	-2.3	-28.2
Welding Technology/Welder	46	39	19	-15.2	-51.3

Definition: All graduates except those listed as technical certificates are diploma and degree graduates. Diploma and degree programs are one to two years in length. Technical certificates are less than a year in length.

Source: Integrated Postsecondary Education Data System

\*Data shown represents Annual 2010, 2011, and 2012.

Note - The data shown is from Georgia Piedmont Technical College



## Active Applicants - Georgia Department of Labor

	Mgt.	Bus. & Finance	Compu. & Math	Arch. & Eng.	Life & Soc. Svcs.	Comm. & Svcs	Legal	Ed. & Training	Arts & Design	Health Prac.	Health Support
Clayton	799	371	197	70	42	201	49	367	173	212	434
Dekalb	2,563	1,180	808	233	211	445	238	1,008	799	485	731
Fulton	3,856	1,609	958	309	262	420	266	933	1,175	490	671
Gwinnett	2,593	1,202	934	366	139	250	137	645	561	465	596
Henry	601	271	144	78	36	106	24	178	105	142	180
Rockdale	284	110	71	37	15	43	14	111	53	63	101
<b>Subtotal Area</b>	<b>10,696</b>	<b>4,743</b>	<b>3,112</b>	<b>1,093</b>	<b>705</b>	<b>1,465</b>	<b>728</b>	<b>3,242</b>	<b>2,866</b>	<b>1,857</b>	<b>2,713</b>

## Active Applicants - Georgia Department of Labor (cont.)

	Protect. Svcs.	Food Prep.	Ground Cleaning	Personal Care	Sales	Office Support	Farm. & Forestry	Cons- truction	Installation Main.	Prod.	Trans. & Moving
Clayton	406	738	295	342	1,309	4,510	7	538	478	1,017	2,017
Dekalb	796	1,857	812	779	2,722	8,116	28	905	847	2,006	2,945
Fulton	790	2,600	1,218	802	3,528	8,940	36	1,088	875	2,111	3,114
Gwinnett	337	809	433	653	2,050	6,785	32	728	819	1,728	1,686
Henry	167	247	124	155	515	2,011	7	300	311	443	793
Rockdale	51	126	58	80	248	910	3	156	132	264	357
<b>Subtotal Area</b>	<b>2,547</b>	<b>6,377</b>	<b>2,940</b>	<b>2,811</b>	<b>10,372</b>	<b>31,272</b>	<b>113</b>	<b>3,715</b>	<b>3,462</b>	<b>7,569</b>	<b>10,912</b>

**Total Area**      **115,310**

Note: For current applicant data available for a specific occupation, contact the nearest Georgia Department of Labor Career Center.

Source: Georgia Department of Labor (active applicants as of December 2013).

## Georgia Department of Labor Location(s)

### Career Center(s)

3879 Covington Hwy

Decatur GA 30032-2640

Phone: (404) 298 - 3970

Fax: (404) 298 - 3995

For copies of Area Labor Profiles, please visit our website at: [www.dol.state.ga.us](http://www.dol.state.ga.us) or contact Workforce Statistics & Economic Research, Georgia Department of Labor, 148 Andrew Young International Blvd N.E. Atlanta, GA. 30303-1751. Phone: 404-232-3875; Fax: 404-232-3888 or Email us at [workforce\\_info@dol.state.ga.us](mailto:workforce_info@dol.state.ga.us)